

# FEDERAL RESERVE DIRECTORS: A STUDY OF CORPORATE AND BANKING INFLUENCE

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STAFF REPORT FOR THE  
COMMITTEE ON BANKING, CURRENCY AND HOUSING  
HOUSE OF REPRESENTATIVES  
94th Congress, Second Session

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AUGUST 1976

The report has not been officially adopted by the Committee on Banking, Currency and Housing  
and may not therefore necessarily reflect the views of its members

Printed for the use of the Committee on Banking, Currency and Housing

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WASHINGTON ; 1976**

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## FOREWORD

AUGUST 6, 1976.

I transmit herewith a staff study of the corporate, banking and trade association relationships of the directors of the 12 Federal Reserve Banks.

This Committee has observed for many years the influence of private interests over the essentially public responsibilities of the Federal Reserve System.

As the study makes clear, it is difficult to imagine a more narrowly-based board of directors for a public agency than has been gathered together for the twelve banks of the Federal Reserve System.

Only two segments of American society – banking and big business-have any substantial representation on the boards, and often even these become merged through interlocking directorates.

The lack of diversity on the boards raises serious questions about the quality of economic intelligence and opinion which the district banks presumably feed into the Federal Reserve System and its monetary policy machinery. And the heavy links to the banking community raise doubts about the ability of the district boards to view bank and bank holding company regulatory issues with objectivity.

The Commission on Money and Credit raised some significant questions on these points in its 1961 report:

The agency-clientele relationship, between a Government agency and the business concerns it both serves and regulates, is almost always, almost inevitably, close; and the more so after it has matured for decades. There are public advantages in this: regulation can be knowledgeable, its inconveniences can be minimized, personal working relationships can be easy. But the hazards of too close a relationship are also well known; conflicts of interest tempt individuals on either side of the public-private line to consult private advantage too far; organized interests among the regulated may first infiltrate and then paralyze their public regulators; even legitimate transactions and contacts risk misconstruction; *parties on both sides come to take too parochial a view of the national interest.* (Pp. 91-92, emphasis added.)

The potential for conflict of interest has markedly increased since 1961, with the delegation of additional authority to the district Reserve Banks. The 1970 amendments to the Bank Holding Company Act, the Consumer Credit Protection Act, the Equal Credit Opportunity Act and similar consumer statutes, have given important new duties to the Federal Reserve System- responsibilities which serve to highlight the shortcomings of the make-up of the bank boards.

Despite these broadening roles, consumer and labor organizations have no apparent representation anywhere in the system. In fact, many directors of the Federal Reserve district banks are members of the United States Chamber of Commerce, the National Association of Manufacturers, and local "employers associations" – groups with long histories of opposition to organized labor.

(III)

#### IV

Small farmers are absent. Small business is barely visible. No women appear on the district boards and only six among the branches Systemwide including district and branch boards—only thirteen members from minority groups appear.

The study raises a substantial question about the Federal Reserve's oft-repeated claim of "independence". One might ask, independent from what? Surely not banking or big business, if we are to judge from the massive inter-locks revealed by this analysis of the district boards.

The big business and banking dominance of the Federal Reserve System cited in this report can be traced, in part, to the original Federal Reserve Act, which gave member commercial banks the right to select two-thirds of the directors of each district bank. But the Board of Governors in Washington must share the responsibility for this imbalance. They appoint the so-called "public" members of the boards of each district bank, appointments which have largely reflected the same narrow interests of the bank-elected members.

The parochial nature of the boards affects the public interest across a wide area, ranging from monetary policy to bank regulation. These are the directors, for example, who initially select the presidents of the 12 district banks—officials who serve on the Federal Open Market Committee, determining the nation's money supply and the level of economic activity. The selection of these public officials, with such broad and essential policymaking powers, should not be in the hands of boards of directors selected and dominated by private banking and corporate interests.

- The nation would be better served by making the Federal Reserve System truly independent of big business and banking, freed of its built-in conflicts of interest, and more open in its activities. For example.
- Voting membership, on the Federal Open Market Committee should be restricted to officers appointed by the President of the United States.
- The three Class A directors, who by law must be bankers, should be prohibited from participating in decisions bearing directly or indirectly on bank or bank holding company regulatory matters.
- The business/agriculture representation on the board, which the Federal Reserve Act assigns to the three Class B directors of each bank, should be broadened to include more small businessmen and family farmers, minority businesses, cooperative enterprises, and community development entities.
- As this Committee proposed in the Federal Reserve Reform Act, which passed the House in May, 1976, the "public" category (Class C) should be expanded *from* three to six members and women, minorities, agriculture, conservation, labor, education and consumers should be given specific consideration thus preventing the present over-emphasis on representation by big business and banking.
- The process for nomination and election of the board members should be reformed to lessen domination by trade associations and other narrowly-based groups. Consideration should be given to limiting the role of the commercial banks to the nomination and election of Class A directors, with all other board members selected by the Presidentially-appointed Board of Governors.
- More information should be made available to the Congress and public about the day-to-day activities and decision-making of the district banks, including the economic intelligence input to the Board of Governors and the Federal Open Market Committee.

Until we have basic reforms, the Federal Reserve System will be handicapped in carrying out its public responsibilities as an economic stabilization and bank regulatory agency. The System's mandate is too essential to the nation's welfare to leave so much of the machinery under the control of narrow private interests. Concentration of economic and financial power in the United States has gone too far. We should celebrate our Bicentennial by reversing the trend away from Thomas Jefferson.

Henry S. Reuss

HENRY S. REUSS, *Chairman,*  
*Banking, Currency and Housing Committee*  
*Of the U.S. House of Representatives.*

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## FEDERAL RESERVE DIRECTORS: A STUDY OF CORPORATE AND BANKING INFLUENCE

There is much debate about the role of the twelve Federal Reserve District Banks, their presidents, and boards of directors, in the overall operation of the Federal Reserve System.

While the Board of Governors in Washington occupies the dominant position in the Federal Reserve System, it is clear that the Federal Reserve Act and subsequent delegations of authority from the Board have given the district banks substantial powers, ranging from input on monetary policy to regulation of much of the nation's banking and commerce.

Clearly, the American public has an interest in who runs the district banks of the Federal Reserve System.<sup>1</sup> This study is an attempt to provide a profile of the governing bodies of these public entities—the directors who serve on the twelve districts banks and the 25 bank branches scattered across the nation from Boston to San Francisco.

Each of the district banks has a nine-member board of directors. In addition, each of the 25 branches has its own board, ranging in size from five to seven members. System wide, 269 directors sit on the boards—108 at the district bank level and 161 at the branch bank level.

### PUBLIC POLICY FUNCTIONS OF THE DISTRICT BANKS

The Federal Reserve district banks have a variety of public duties. In addition to maintaining the check-clearing machinery and computer networks for the banking industry, the district banks are assigned major responsibilities in the examination and regulation of state member banks, and the Federal Reserve Board of Governors has delegated vast powers to the district banks in the administration of the Bank Holding Company Act. The same is true of the Bank Merger Act. They are clearly the first line of “contact” for banks

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<sup>1</sup> *Structure of the System.*—The Federal Reserve System consists of three major divisions. The Board of Governors, seated in Washington, D.C., is comprised of seven members appointed by the President with the advice and consent of the Senate. The Federal Open Market Committee—the monetary policymaker—consists of the seven Governors and five of the twelve district bank presidents or first vice-presidents, chosen by the boards of directors of the district banks in accordance with Section 12A of the Federal Reserve Act. The third component consists of the twelve Federal Reserve District Banks and their branches located in 37 cities across the country.

and bank holding companies which fall within the jurisdiction of the Federal Reserve.<sup>2</sup>

The presidents of the district banks participating in the discussions of the Federal Open Market Committee—the Federal Reserve's and the nation's monetary policy-making entity. Four of the twelve district bank presidents serve as voting members of the Federal Open Market Committee on a rotating basis. The president of the New York Federal Reserve, District Bank is permanent voting member of the FOMC, and his bank operates the trading desk which carries out the orders of the Open Market Committee.

In addition, the district banks are presumed to be a prime source of information on economic and banking conditions in the . . . information which is supposed to affect the policy-making of the Board of Governors and the Federal Open Market Committee.

How many of these duties and responsibilities actually fall to the boards of directors?

It is clear that the boards of the district banks have a combination of administrative, policy and advisory roles of varying importance and of varying degrees of independence from the Washington-based Board of Governors.

The Federal Reserve Act gave the board, of the district banks ". . . the duties usually appertaining to the office of directors of banking associations . . . " and directed that the district bank ". . . keep itself informed of the general character and amount of the loans and investments of its member banks with a view to ascertaining whether undue use is being made of bank credit for the speculative carrying of or trading in securities, real estate, or commodities, or for any other purpose inconsistent with the maintenance of sound credit conditions . . . The chairman of the bank reports such findings to the Board of Governors with his "recommendations—a significant authority in an era of "problem" banks.

The, directors have the authority to appoint and set the salaries of the chief operating officers—the president and first vice-president of the district bank—subject to the final approval of the Board of Governors. All other officers and their salaries are also set by the directors without final approval by the Board of

---

<sup>1</sup> District banks are the principal fiscal agents of the U.S. government in their area. In this capacity they hold Treasury checking accounts, perform fiscal services for Federal or Federally-sponsored credit agencies, pay interest on government obligations, and handle government securities. For the latter the Banks receive applications from potential bidders, collect payments from buyers, and redeem securities. The basic information flow of the Federal Reserve System is from the district to the Board of Governors. Almost all applications for action requiring approval within the System are received from and filed with the district bank. The paperwork on and analysis of these applications is performed by the staff of the district bank. In the Board's regulations governing submission of applications, the following phrase reveals the scope of this power: ". . . make such investigations as may be necessary and submits relevant facts, with its recommendations to the Board." This obviously gives the banks tremendous power over the flow and selection of information from the regulated banks to the Board of Governors and, indeed, to the Congress and the people.

Governors. They also have wide discretion in dismissing any of these officers, who perform the day-to-day operations of the Federal Reserve district bank, and who oversee the member banks in their district.<sup>3</sup>

Subject to the Board of Governor's approval, the directors also set the discount rate in their district.<sup>4</sup>

The role of the directors in monetary policy is less clear, but it is obvious they do have advisory functions in this area.

The directors apparently do not instruct their presidents who vote in the Federal Open Market Committee, but they can and do advise on policy. The directors also hold joint meetings with the Board of Governors in Washington and, in addition, have informal contact at other times.

Testifying on the Financial Reform Act of 1976, on March 18 of this year, Federal Reserve Chairman Arthur Burns gave district boards of directors high marks for their advisory role in Federal Reserve policy-making:

First, they make an important contribution to our economic intelligence system, through a detailed knowledge of the state of business and consumer psychology and through a "feel" for prospective developments in their particular sphere of activity. This "grass-roots" input from directors serves as an important complement to the work of our economic research staffs. Secondly, many of our directors bring to us important management skills and "know-how" in their oversight responsibilities for efficient operation of Federal Reserve Banks. It is important, therefore, to secure knowledgeable, effective, and highly-motivated persons to serve in such capacities.

Dr. Burns' former colleague on the Board—Dr. Andrew Brimmer—takes a similar view. This is the way he described the role of the district boards in the June, 1972 issue of the *Federal Reserve Bulletin* :

The individuals who serve as directors of the Federal Reserve Banks and branches play a unique role in helping to supervise the activities of the Nation's central bank. They also share the responsibility for assuring monetary and credit conditions that will foster high employment and economic growth with reasonable price stability.

As the Burns-Brimmer statements indicate, the Reserve banks and their boards of directors play an important and diverse public role in the activities of the Federal Reserve System. Clearly the persons charged with performing these public functions should represent the public interest to the maximum degree possible.

3 The growing administrative role of the district banks and their directors was described by Thomas Mayer, professor of economics at the University of California at Davis, in a paper submitted for the "Study of Financial Institutions and the Nation's Economy" prepared for the Banking, Currency and Housing Committee:

"Since Federal Reserve Banks are adopting a 'management by objectives' system this means that a committee of directors has to undertake an elaborate evaluation of the president's performance. The criteria they use include his efficiency in controlling costs, his effectiveness in public relations activities, and, at least in some class, also his performance on the FOMC. Directors also pass on the budget, and on the audit, etc. To illustrate the administrative functions of the directors by an example, when one Federal Reserve Bank, on the basis of an outside consultant's report, decided to increase mechanization, and terminate the employment of more than ten per cent of its staff, the directors advised the president on the best way to do this."

4 The discount rate is the payment member banks of the Federal Reserve System make when they borrow from the Federal Reserve district bank. The directors also have the power to open the discount window to non-member institutions within their area. Regulation of the use of such loans and advances has an impact on the quality of banking in the District. The loans and advances are secured by proper collateral, but the Federal Reserve bank has the discretion to determine "eligible" collateral. In unusual and exigent circumstances, the Federal Reserve bank can extend loans to individuals, corporations, and non-member institutions.

The 269 Reserve bank and branch directors who now serve the System are highly qualified citizens drawn from many walks of life and all parts of the country. Some are bankers, as contemplated by law; others are industrialists, merchants, farmers, attorneys, university presidents, and professors. They are deeply interested in our country and its economic welfare. They devote a great deal of time to the System, keeping the officials of the Reserve Banks and the Board informed on a regular, systematic basis about actual and prospective developments in their businesses, their industries, and their communities.

Despite the Federal Reserve Board Chairman's belief that pluralism is alive and well on the district bank boards, even a cursory examination of the directorships reveals a heavy domination by Corporate America and influence by the financial industry which extends far beyond the statutory requirements. In fact, in many areas, the list of Federal Reserve directors reads like a blue-ribbon list of "Who's Who in American Corporations."

Charts and tables included in this report show that 37 of the 108 district bank directors are either directors, officers or employees of corporations from the *Fortune* 500 list of the leading U.S. Corporations—or thirty-four percent of the district bank boards.

The banking and other financial links in the Federal Reserve are massive. In fact, some 73 of the 108—almost 70 percent—are either now, or have been, officers, directors, or employees of financial institutions.

In many cases, not only are the directors connected with commercial banks, but they are also top officials in bank trade associations—the American Bankers Association and various state banking associations. In most cases, these trade groups are primarily lobbying organizations seeking to influence governmental policy and decisions affecting banking—including those of the Federal Reserve System.

This survey of the 269 directors of the district bank and branch boards indicates only minimal representation for small business and only a scattering of input from the academic community. The agricultural community—where it is represented at all—is recognized basically through agribusiness or corporate farming operations. Women are ignored totally in the selection of district bank directors and only six women are among the 161 branch directors. Minorities are given little more than token representation.

### CLASS A DIRECTORS—OF THE BANKS, BY THE BANKS, AND FOR THE BANKS

The Federal Reserve Act requires that banks be represented on the district boards. Class A directors are elected by the member banks in each district and they must be bankers while they serve on the boards.

While international giants, such as the Bank of America and the Chase Manhattan Corporation, have their chief officers on the district boards as do several big regional banks, the medium-sized and small banks have a sizeable degree of representation. The diversity of bank size among the Class A directors is intended to be in keeping with the Federal Reserve Act which requires that they be "representative of the stock-holding (Federal Reserve member) banks."

For nominating and voting purposes, the member banks in each district are divided into three categories by size with each category nominating and electing one of the three Class A directors.

While the grouping brings some diversity among the banks, it apparently still leaves lots of familiar banking faces on the boards of the district banks. In six of the districts, for example, all three Class A directors either now or in the near past have been officers, directors, or have held other leadership

positions within state and national banking associations. In each of the other six districts, two of the three directors have present or past ties with bank associations.

Systemwide, 30 of the 36 Class A directors either now or in the past have been heavily involved in the politics of bank associations-most of which are lobbying arms of the industry.

As a result, the attitudes of these directors may be as monolithic as the positions taken by their bank trade associations on banking matters and the diversity suggested by differing bank sizes may be less meaningful than it appears.

Many of the bankers in this class are also directors of big corporations, oil companies, tool making concerns, insurance firms, mortgage and financial organizations, and large industrial concerns-nine sit on insurance company boards and five serve on *Fortune* 500 companies.

Charts I-A through 12-A which follow show the affiliations of the 36 Class A directors:

Chart 1-A

District OneFEDERAL RESERVE BANK OF BOSTON  
Class A Directors

FRANCIS N. SOUTHWORTH

JAMES F. ENGLISH, JR.

JOHN D. ROBINSON

Concord National Bank,  
Concord, N.H., Chairman  
and President, \$46  
million, Rank: 2,110.

-Manufacturers &  
Merchants Mutual  
Insurance Company,  
Director.

-Phoenix Mutual Fire  
Insurance Company,  
Director.

-The Capital Fire  
Insurance Company,  
Director.

-J. C. Pitman and Sons,  
Inc., Director.

-President. New  
Hampshire~  
Bankers Association,  
1973-74.

-Member. Stockholders  
Advisory Committee,  
Boston Federal Reserve  
System, 1964.

The Connecticut Bank and Trust  
Company, Hartford, Conn.,  
Chairman, \$1.4 billion, Rank: 59.

The CBT Corporation (one bank  
holding company), Chairman and  
Director 1.8 billion/assets

-Connecticut General Insurance  
Corp. and Subsidiaries,  
Director.

-Emhart Corporation, Director.

-Connecticut Natural Gas Corp.  
Director.

-Terry Corporation, Director.

-American Thread Company,  
Director.

-Loctite Corporation, Director.

-Heublein, Inc., Director

-President, the Connecticut  
Bankers Association.

-Federal Advisory  
Council to the  
Federal Reserve  
Board, Member,  
1972-1974.

Firstbank, N.A.,  
Farmington, Maine,  
President, \$13.7  
million.

-Maine Bankers  
Association.  
Director. 1967-69.

American Bankers  
Association. State  
Vice-President. 1971.

-American Bankers  
Association. Governing  
Council. 1972.

District TwoFEDERAL RESERVE BANK OF NEW YORK  
Class A Directors

DAVID ROCKEFELLER

STUART MC CARTY

HARRY J. TAW

Chase Manhattan Corporation,  
Chairman , (Holding company  
for nine banks, including  
Chase Manhattan Bank, N.A.)  
\$57.8 billion/assets,  
Holding Company Rank: 2

-Chase Manhattan Bank, N.A.,  
New York, New York,  
Chairman, \$33.8 billion,  
Rank: 3.

-Chase Manhattan Bank,  
(Switzerland), Director.

-Chase International  
Investment Corporation,  
Chairman, (wholly- owned  
foreign financing subsidiary  
of the Chase Manhattan Bank,  
N.A.)

-Chase Manhattan Bank  
Foundation, Chairman.

-Rockefeller Brothers Fund,  
Trustee, Vice-Chairman and  
Member of Executive  
Committee, Chairman,  
nominating Committee. -  
Rockefeller Family Fund,  
Trustee, member of Executive  
Committee.

-Rockefeller Center, Inc.,  
Director& Member, Finance  
Comm.

First-City National Bank of  
Binghamton, N.Y., President, \$231  
million, Rank: 395.

-Lincoln Firstbanks, Inc., Dir.  
And Vice-President (bank holding  
company which owns above bank).  
\$2.6 billion/assets; Holding  
Company Rank: 28

-Crowley Foods, Inc., Director.

-Systems Manufacturing Company,  
Director.

-Security Mutual Life Insurance  
Company, Director.

-New York State Bankers  
Association, Member, Government  
Relations Committee, September,  
1974- .

-Comptroller of the Currency's  
Regional Advisory Commission for  
the 2nd National Bank Region,  
Member, 1968-1969.

-First National Bank of  
Cortland, N. Y., President,  
\$53.5 million, Rank: 1,782.

-Cortland County  
Development Corporation,  
Vice-President.

-Independent Bankers Assoc.  
New York State, Director.,  
1975-1976.

-New York State Bankers  
Assoc. Treasurer and Member  
Board of Directors,

-New York State Bankers  
Assoc.  
Member at Large, Council of  
Administration. 1969.

-Comptroller of the  
Currency's Regional  
Advisory Commission,  
Member, 1970-1971.



Chart 3-A

District ThreeFEDERAL RESERVE BANK OF PHILADELPHIA  
Class A Directors**THOMAS L. MILLER**

Upper Dauphin National Bank,  
Millersburg, Pa., President,  
\$26.8 million, Rank: 3,819

-Frederick Foundation,  
Director.

-Dauphin County Bankers  
Association, President,  
1974.

**WILLIAM B. EAGLESON**

Girard Company, Chairman,  
President and C.E.O., \$3.5  
billion/assets.

Girard Bank, Bala Cynwyd, Pa.,  
Chairman and President, \$2.95  
billion, Rank: 27.

-General Accident, Fire & Life  
Assurance Corporation, Member,  
Advisory Committee.

-Penn Mutual Life Insurance  
Company, Trustee.

-Camden Fire Insurance  
Association, Director.

-Potomac Insurance Company,  
Director.

-Pennsylvania General Insurance  
Company, Director.

-Anchor Hocking Company, Director.

-Weis Markets. Director.

-Thomas Emery's Sons, Inc.,  
Director.

-The American Foundation,  
Director.

**JAMES PATCHELL**

National Bank and Trust-  
Co.

of Gloucester County,  
Woodbury, New Jersey,  
President and Chief  
Executive Officer, \$134  
million; Rank: 657.

-Morton Savings and Loan  
Association, Director.

-Delaware County,  
Pennsylvania Bankers  
Association, President.

-Gloucester County. New  
Jersey, Bankers  
Association. President,  
1967-1968.

-New Jersey Bankers  
Association, President,  
1974-1975.

District FourFEDERAL RESERVE BANK OF CLEVELAND  
Class A Directors**EDWARD W. BARKER****MERLE E. GILLIAND****RICHARD P. RAISH**

<p>First National Bank of Middletown, Ohio., Chairman, \$101 million, Rank: 892.</p> <p>-Sorg Paper Company, Director.</p> <p>-Moon Equipment Company, Director.</p> <p>-Star Tool &amp; Die Company, Director.</p> <p>-Zee Tool &amp; Die Company, Director.</p> <p>-Magnode Products, Director.</p> <p>-<u>Ohio Bankers Association</u>: President, 1968-69; Council of Administration, Past Chairman; Chairman, Group One Division, 1966-68; Study Commission on Restructuring of Ohio Bankers Association, Chairman, 1971; Trust Committee, Member</p>	<p>-<u>Butler County (Ohio) Bankers Association, Past Chairman.</u></p> <p>-American Bankers Association, Member, <u>Executive Council, 1963-1965; and 1968-1970.</u></p>	<p><u>Pittsburgh National Corporation, Chairman and Chief Executive Officer, \$2.9 billion/assets. (This is a one-bank holding company.)</u></p> <p>-Pittsburgh National Bank, Chairman, Chief Executive Officer, and Director, \$2.3 billion, Rank: 40.</p> <p>-Kissell Company. Director. (Mortgage loan servicing subsidiary of Pittsburgh National Bank).</p> <p>-Bell Telephone of Pennsylvania, Director.</p> <p>-<u>American Bankers Association: Executive Council, 1968-1971; Urban Affairs Committee, 1970-</u> .</p>	<p>First National Bank of Bellevue, Ohio, President, \$26 million, Rank: 3988.</p> <p>-<u>Ohio Bankers Association. President, (1965-66).</u></p> <p>-<u>Independent Bankers Association of America, Ohio Director. 1967-1972.</u></p> <p>-<u>American Bankers Association, member, Executive Council, 1966-1968.</u></p>
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Chart 5-A

District FiveFEDERAL RESERVE BANK OF RICHMOND  
Class A Directors**PLATO P. PEARSON, JR****JAMES A. HARDISON****J. OWEN COLE**

CITIZENS NATIONAL BANK,  
GASTONIA, NORTH CAROLINA,  
CH. & PRES., \$1.07 MILLION,  
RANK: 827.

-WIX CORPORATION. DIRECTOR.

-TEXTILES.LNC.. DIRECTOR.

-ALLIED FINANCIAL SERVICE,  
INC., DIRECTOR.

-NORTH CAROLINA BANKERS  
ASSOCIATION:  
RESOLUTIONS COMMITTEE,  
1972;  
U. S. SAVINGS BOND  
COMMITTEE, 1972-4;  
STRUCTURAL STUDY  
COMMITTEE, MEMBER,  
1974.

First Nat'l Bk. of Anson County,  
Wadesboro, N.C., Ch. & President,  
\$19 million.

-Wade Manufacturing Co., Director.

-Anson Savings & Loan Assoc.,  
Director.

-West Knitting Corporation,  
Director.

-Hornwood, Inc., Director.

-Z. V. Pate, Inc., Director.

-Pee Dee Oil Co., Inc., Pres..

-North Carolina Bankers  
Association:  
Legislative Committee, Member.

First Maryland Bancorp.,  
Baltimore, President, \$1.1  
billion assets

-First National Bank of  
Maryland, Chairman and  
President, \$943 million,  
Rank: 102.

--State of Maryland,  
Commission to Study  
the Regulatory  
Structure of Banking,  
Savings and Loan, and  
Small Loan  
Industries, Member.

District SixFEDERAL RESERVE BANK OF ATLANTA  
Class A Directors**JOHN T. OLIVER, JR.**

First National Bank of  
Jasper, Ala., President, \$59  
million, Rank: 1,602

-Bankhead Mining Co., Inc.,  
Director

**JACK P. KEITH**

First Nat'l Bank of West Point,  
Georgia, President, \$22.4 million.

-Georgia Bankers Association:

President, 1965;  
Chairman, Executive Council,  
1966;  
Chairman, Insurance Trust,  
1959 to present.

-American Bankers Association:

Executive Council, Member,  
1968-1970;  
Committee for Strengthening  
& Improving State Banking  
Laws, Member, 1970-71.

-Independent Bankers Association:

Executive Council, Member.

-Comptroller of the Currency's  
Regional Advisory Committee,  
Member.

**SAMI I. YARNELL**

Ancorp Bancshares, Inc.,  
Chattanooga, Tennessee,  
Chairman and Director, \$462  
million/assets.

-American National Bank &  
Trust Company, Chairman,  
\$383 million, Rank: 244.

-Volunteer State Life  
Insurance Company,  
Director.

-Skyland International  
Corporation, Director.

-American Bankers  
Association:

Legislative  
Committee, Commercial  
Lending Division,  
Member;  
Federal Legislative  
Committee, former  
member.

Chart 7-A

District SevenFEDERAL RESERVE BANK OF CHICAGO  
Class A Directors

JAY J. DE LAY

JOHN F. SPIES

A. ROBERT ABBOUD

- Huron Valley National Bank.  
Ann Arbor, Michigan, President. \$75.7 million, Rank: 1198.

-Downers Grove National Bank, Director. \$58.8 million, Rank: 1589.

-Illinois Bankers Association, President, DuPage County, 1961-62.

-Comptroller of the Currency Regional Advisory Board for the Seventh Region, 1970-72.

-Iowa Trust and Savings Bank, Emmetsburg, Iowa, President, \$14.6 million.

-Independent Bankers Association of Iowa, Board Member, 1913.

-Independent Bankers Association Treasurer and member Executive Committee, 1973.

-American Bankers Association Executive Committee, Member, 1967-1969.

.

First National Bank of Chicago, Chairman of the Board, \$14.2 billion, Rank: 9.

-First Chicago Corporation, Director, \$19 billion/assets, This is holding company for bank.

-Field Enterprises, Inc., Dir.

-Inland Steel Company, Director.

-Hart, Schaffner and Marx, Director.

-American Bankers Association, Commercial Lending Division, Executive Committee Member.

District EightFEDERAL RESERVE BANK OF ST LOUIS  
Class A Directors**RAYMOND C. BURROUGHS****DONALD N. BRANDIN****WILLIAM E. WEIGEL**

The City National Bank of  
Murphysboro, Illinois,  
Pres., \$35.7 million,  
Rank: 2780.

-Southern Illinois Local  
Development Corporation,  
Director,

-Illinois Bankers  
Association: Executive  
Committee Member, 1971-  
1973;

Council of  
Administration,  
Member since 1969.  
(Group Ten):  
Sec'y-Treas, 1968-  
1969; Vice-  
President, 1969-  
1970; President,  
1970-1971;  
Chairman, Full  
Service Banks,  
1972-1973.

-Association for Modern  
Banking in Illinois:  
Government Relations  
Committee Member;  
Legislative Committee  
Member.

Boatmen's Bancshares,  
Inc. Chairman and  
C.E.O., \$1-  
billion/assets.  
Holding Company. Rank:  
:88.

The Boatmen's National  
Bank of St. Louis,  
Inc., Ch. and Pres.,  
\$421 million, Rank:  
220. (Subs. Of  
Boatmen's).

-Union National Bank,  
Dir., \$150 million,  
Rank: 584 (Subs. Of  
Boatmen's).

-Baltimore Bank &  
Trust Co., Director,  
\$88 million, Rank:  
1019. (Subs. Of  
Boatmen's).

-Williams. Kurrus &  
Co.. Director. (Subs.  
Of Boatmen's).

-Petrolite Corp..  
Director.  
-Sigma International,  
Ltd., Director.  
-William S. Barnickel &  
Company, Director.

-Association of  
Registered Bank  
Holding Companies,  
Member.

-American Bankers  
Association, Member.

Ancorp Bancshares,  
Inc., Chattanooga,  
Tennessee, Chairman  
and Director, \$462  
million/assets.

-American National  
Bank & Trust Company,  
Chairman, \$383  
million, Rank: 244.

-Volunteer State Life  
Insurance Company,  
Director.

-Skyland International  
Corporation, Director.

-American Bankers  
Association:

Legislative  
Committee,  
Commercial  
Lending  
Division,  
Member;  
Federal  
Legislative  
Committee,

Chart 9-A

District NineFEDERAL RESERVE BANK OF MINNEAPOLIS  
Class A Directors

CHARLES T. UNDLIN

WILLIAM E. RYAN

JOHN S. ROUZIE

-First Nat'l Bank of the Black Hills, Rapid City, S. Dak., president, \$ 18 million, Rank: 474.

-Black Hills Power & Light Company, Director.

-Wyodak Resources Development Company, Director.

-South Dakota Bankers Association, Chairman, Interim Tax Study Committee, 1973-74.

Citizens State Bank, Ontonagon, Michigan, President, \$11 million.

-600 Michigan Corporation, Dir., and President.

-Leisure Facilities, Inc., Resident Agent.

-Ontonagon-GogebicCounty Bankers Association, Former Chairman.

-Michigan Bankers Association:  
Chairman, Group 1, 1961;  
Legislative Committee  
Member, 1962.

-Former Member, Bank Examination Committee, Federal Reserve Bk. (Advisory) 1970-71.

First Nat'l Bk. of Bowman, North Dakota, President, \$22 million.

-Provident Life Insurance Company, Director, and Member, Executive Committee.

-Cardinal Drilling Co., Dir.

-Twin Buttes Investment Company, President.

-Comptroller of the Currency Advisory Committee, Member, Minnesota office.

--North Dakota State Banking Board, Former national bank member.



District Ten

## CHART X

Federal RESERVE BANK OF KANSAS CITY  
Class A Directors**PHILIP HAMM**

-First Nat'l Bk. & Trust Co., El Dorado, Kansas, Pres., \$21.5 million.  
(Owned by Exchange Investors).  
-Exchange Investors, Inc., Secretary-Treasurer, The bank holding company which owns bank, \$25 million/assets.

-Augusta State Bank, Dir., \$7 million.

-Benton State Bank, V.P. & Dir. . \$3.1 million.

-Midwest Radio Corporation, Director.  
-Kansas Bankers Association:  
State Affairs Council, 1973-74;  
Legislative Committee, 1971-72;  
Former State Treasurer.

-American Bankers Association:  
Vice-Pres. for Kansas-1973-4;  
Communications Council Member, 1973-74.

**CRAIG BACHMAN**

First Nat'l Bk. of Centralia, Kansas, President, \$4.6 million.

-Lohmuller-Bachman, Inc., (Ins.) Vice President and Treasurer.

-Kansas Bankers Association:  
Bank Management Comm. 1964-66;  
State Legislative Comm. 1966-71;  
Federal Legislative Committee, 1971-1975.

-American Bankers Association, Federal Legislative Advisory Committee, 1970-1971.

**JAMES M. KEMPER, JR.**

Commerce Bancshares, Inc., Kansas City, Missouri, Chairman and President, \$1.601 billion/assets, Holding Company, Rank: 51

-Commerce Bank and Trust Company, Chairman, \$539.9 million, Rank: 177. This is part of holding company.

-Commerce Mortgage Co., Chairman, (Subsidiary)

-Compac Services, Inc., Chairman, (Subsidiary)

-CBI Insurance Company, Chairman and Pres. (Subs.)

-Mid-America Financial Corporation, Chairman and Pres. (Subs.)

-Capital for Business, Inc., Chairman, (Subs.)-  
-Tower Properties, Inc., Chairman.

-Mississippi River Corporation, Director.

-Missouri Pacific Railroad, Director (subs. of Miss. River Corporation).

-Paul Mueller Company, Director.

-Kansas City Life Insurance Company, Director.

-W. S. Dickey Clay, Dir.

-Gas Service Company, Kansas City, Director.

-Kemper Investment Company. Director.

-Owens-Corning Fiberglass Corporation. Director.

-Member, American Bankers Association, Missouri Bankers Association, and Association of Registered Bank Holding Companies.

Chart 11-A

District ElevenFEDERAL RESERVE BANK OF DALLAS  
Class A Directors

GENE D. ADAMS

FRANK JUNELL

ROBERT H. STEWART, III

The First National Bank of Seymour, Texas, President, \$9.8 million.

-Member, Texas Bankers Association, Independent Bankers Association and American Bankers Association.

The Central National Bank of San Angelo, Texas, Chairman of the Board, \$105.5 million, Rank: 84

-First National Bk. of Kerrville, Chairman., \$45.4 million, Rank: 2159

-Reagan St. Bank, Big Lake, Chairman, \$3.3 million.

-Coleman Bank (Coleman), Director \$17 million. Part of U. s. Bancshares, Inc.

-First National Bank of Brown- wood, Director, \$43.8 million, Rank: 2246. Part of U. s. Bancshares, Inc.

-Continental Fidelity Life Ins. Co., Director.

-Gandy's Dairies, Inc., Dir.

-Blackacres Royalties, Inc., Chairman.

-Galveston Radio, Inc., Director.

-Texas Bankers Association:  
Administrative Council Member. 1967-69;  
District Chairman(1971).

-Comptroller of the Currency. Regional Advisory Committee. 1971-1973.

First International Bancshares, Dallas, Texas, Chairman/Board, \$6.356 billion/assets, Holding Company Rank: 13.

-First National Bank in Dallas, Director, \$3.4 billion, Rank: 22.  
(Part of holding company)

-Dallas Power & Light Company, Director.

-National Chemsearch Corporation, Director.

-Pepsico, Inc., Director,

-Republic Financial Services, Inc., Director.

-Southwestern Life Insurance Co., Director.

-Campbell Taggart, Inc., Director.

-Braniff Airways, Inc., Director.

District TwelveFederal Reserve Bank of San Francisco  
Class A Directors

A. W. CLAUSEN

BankAmerica Corporation, San Francisco, Pres. & C.E.O., \$67 billion/assets.

-Bank of America NT & SA, Pres. & C.E.O., \$57 billion, Rank: 1. Part of Holding Company.

-Bank of America (N.Y.), Chairman, Part of Holding Company.

-Banca d'America d'Italia, Director, Part of Holding Company.

-Commercial & General Acceptance Ltd, Director.  
-Partnership Pacific Limited, Director.

-Societe Financiere Europeene, Vice-Chairman and Director. "

-American Bankers Association, Member, Government Borrowing Committee.

-Federal Advisory Council Member, Federal Reserve System, January 1, 1970 to December 31, 1972.

CARL E. SCHROEDER

The 1st Nat'l Bk. of Orange County, Orange, California, Ch. & C.E.O., \$100 million. Rank: 896.

-California Bankers Association:

Member, Past Presidents Committee; President, 1966-67; Board Member. 1963-69.

-American Bankers Assoc., Executive Council Member, 1965-68.

RONALD S. HANSON

The First National Bank of Logan, Utah, President, & C.E.O. \$ 40.7 million, Rank: 2412.

-Utah Bankers Association: President, 1969-1970; Chairman, Legislative Comm, 1975.

-American Bankers Association: Special Committee on Hunt Commission, member, 1970-71; Governing Council, 1972-74.

-Comptroller of the Currency, Regional Advisory Council.  
12th Bank Region, 1970-1972.

## CLASS B—DOES B STAND FOR BIG?

With the three Class A directors in each district bank assigned to commercial bankers by statute, it is clear that the interests of borrowers and the public at large must depend on representation in the six Class B and C positions.

The Class B directors—who must not be officers, directors or employees of any bank during the time they serve on the district boards—ostensibly represent the borrowers and it is evident that many of the districts interpret this as "big" borrowers.

For example, Chart 1-B shows that Federal Reserve District One (Boston) has its borrowers represented by the president of Textron, Inc., of Providence, Rhode Island (\$2.1 billion in annual sales); the chairman of William Filene's Sons Company (a subsidiary of Federated Department Stores which has \$3.27 billion in annual sales) ; and the president of the Southern New England Telephone Company. The three are directors of at least six other major corporations.

Even more telling is the fact that all three are former directors of major commercial banks—an extension of the influence of the banking industry already represented through the Class A directors.

The New York Federal Reserve Bank, which covers all of New York state and northern New Jersey, interprets the requirement of Class B representation as calling for the election of the chairman of Texaco; the president of the Union Carbide Corporation; and the president of J. C. Penney Company, Inc.—all multi-billion dollar corporations. (See Chart 2-B.) The hundreds of more modest-sized businesses—and the thousands of truly small businesses—apparently do not qualify for representation under the New York Federal Reserve's reading of the intent on Class B directorships.

On the West Coast, the "grass roots" input on Class B directors on the San Francisco Federal Reserve Bank (see Chart 12-B) comes from a multi-million dollar contractor; the president of the Crown Zellerbach Corporation; and the president of the Boeing Company.

Charts I-B through 12-B which follow show the principal business pursuit of each Class B director as well as his other connections :

Chart 1-B

District OneFEDERAL RESERVE BANK OF BOSTON  
Class B Directors

G. WILLIAM MILLER

WESTON P. FIGGINS

ALFRED W. VAN SINDEREN

Textron, Inc., Providence,  
Rhode Island, Ch. & C.E.O.,  
\$2.11 billion/sales.

-American Research and  
Development Corporation,  
Director.

-Allied Chemical, Director

-The Kendall Company, Director.

-Rhode Island Hospital Trust  
National Bank, (former director  
1963 to 1970).  
\$708 million, Rank: 138. Rhode  
Island Hospital Trust  
Corporation, a one-bank holding  
company, owns this bank.

William Filene's Sons Company,  
Boston, Massachusetts, Chairman,  
(Subsidiary of Federated Department  
Stores, \$3.27 billion/ sales.)

-Federated Department Stores, Vice-  
President.

-Associated Merchandising  
Corporation, Director

-John Hancock Life Insurance  
Company. Director.

-National Bank of Washington, D.C.  
(former director, 1963-1965), \$516  
million, Rank: 183.

The Southern New England  
Telephone Company, New Haven,  
Conn., President. \$435  
million/sales.

-The Stanley Works, Director.

-United Aircraft Corporation,  
Director (Subsidiary of United  
Technologies Corporation).

-Greater Hartford Corporation,  
Director.

-First New Haven National  
Bank, i (former director 1965  
to 1972; , member, executive  
committee 1970 to 1972-), \$285  
million, Rank: 334.

Chart 2-B

District TwoFEDERAL RESERVE BANK OF NEW YORK  
CLASS B DIRECTORS

MAURICE F. GRANVILLE

WILLIAM S. SNEATH

JACK B. JACKSON

Texaco, Inc., New York, N.Y.,  
Chairman, \$23.3 billion/sales.

-American Petroleum Institute,  
Director.

-Massachusetts Institute of  
Technology, Governor.

Union Carbide Corporation, N.Y.,  
N.Y., President, \$5.32 billion/  
sales.

-Metropolitan Life Insurance  
Company, Director, (from May 21,  
1975 on).

Manufacturers Hanover Trust  
Company, on one of Regional  
Advisory Boards, (1970-1973.)

-Morgan Guaranty's International  
Council, Member, (1971 to 1973.)

J. C. Penney Co., Inc., N.Y.,  
N.Y., President, \$6.93  
billion/ sales.

-Great American Reserve  
Insurance Company, Director,

-Union Carbide Corporation,  
Director.

Chart 3-B

District ThreeFEDERAL RESERVE BANK OF PHILADELPHIA  
Class B Directors

WILLIAM S. MASLAND

C. GRAHAM BERWIND, JR.

HAROLD A. SHAUB

C. H. Masland & Sons, Carlisle,  
Pa., Pres., \$114 million/sales

-Amber Realty Company,  
Director,

-Masland Carpets of Canada,  
Ltd., President and Director.

Berwind Corporation, Phila., Pa.,  
Ch. & Pres., \$100 million/sales.

-Philadelphia Suburban Carp., Dir.

-Yarway Corporation, Director.

(Mr. Berwind resigned early in  
1976).

Campbell Soup Co., Camden, New  
Jersey, Pres. & CEO, \$1.47  
billion/sales.

-Penjerdel Corp., Director I -  
Scott Paper Co.. Director,

-N. J. Bell Tellephone Co.,  
Dir

-Campbell Soup Company, Ltd.,  
Director.

-Campbell Sales Company,  
Director

-Pepperidge Farms, Inc.,  
Director.

District FourFEDERAL RESERVE BANK OF CLEVELAND  
Class B Directors

CHARLES Y. LAZARUS

DONALD E. NOBLE

RENE C. MC PHERSON

F. & R. Lazarus Company,  
Columbus, Ohio, Chairman and  
Chief Executive  
Officer, (Subsidiary of  
Federated Department Stores,  
\$3.27 billion/ sales.)

-Federated Department Stores,  
Vice-Pres. and Director.

-Associated Merchandising  
Corporation, Director.

-Midland Mutual Life Insurance  
Co., Director.

-Huntington Bancshares, (Former  
Director), \$1.46  
billion/assets, Holding Company.  
Rank: 63.

-Huntington National Bank,  
(former director, April 1956 to  
September 3, 1971),  
\$694 million, Rank: 145.

Rubbermaid, Inc., Wooster, Ohio,  
Chairman and Chief Executive  
Officer, \$131 million/sales.

-Tappan Company, Director.

-Insilco Corporation, Director.

-Thermo Electron Corporation,  
Director.

Dana Corporation, Toledo,  
Ohio, Chairman and Chief  
Executive Officer,  
\$1.08 billion/sales.

-Champion Spark Plug Company,  
Director.

-Hayes-Dana Ltd., Director.

-Spicer, S.A., Director.

-Turner Manufacturing Company,  
Director.

-Floquet Monopole, Director.

-Equitable Life Mortgage &  
Realty Investors, Trustee.

=  
/\_Mr. McPherson resigned his  
Federal Reserve Directorship  
early this  
year to accept directorship on  
boat of Manufacturers Hanover  
Trust, Company in New York  
City.\_/



Chart 5-B

District FiveFEDERAL RESERVE BANK OF RICHMOND  
Class B Directors

ANDREW L. CLARK

HENRY CLAY HOFHEIMER, II.

OSBY L. WEIR

Andy Clark Ford, Inc.,  
Princeton, w. Va., Pres.

-The Prince Corporation,  
President.

-Kacy Development Corp., Pres..

-Andy Clark Mobile Home Sales,  
Inc., President.

Virginia Real Estate Investment  
Trust, Norfolk, Va., Ch.. \$50.4  
million/assets.

-Lone Star Industries, Inc.,  
Director.

-Southern Shopping Center, Inc.,  
Pres. & Dir. (owned by Va.REIT) .

-Tidewater Shopping Center, Inc.  
Pres. & Dir.

-National Realty Corporation, Pres.  
& Dir..

-Concord Realty Corporation, Pres.  
& Dir.

-Marshall Manor, Inc., Pres. & Dir.

-Atlantic Warehouse Corp., Dir.

-Etheridge-Baylor-Hofheimer, Inc.,  
Dir.

-Intercoastal Steel Corporation,  
Director.

-Cavalier Realty Corp., Pres. and  
Dir.

-Jamestown Corp., Dir.

Sears, Roebuck & Company,  
Retired General Manager,  
Metropolitan Washington-  
Baltimore Area.

-Potomac Electric Power Co.,  
Director.

District SixFEDERAL RESERVE BANK OF ATLANTA  
Class B Directors

ROBERT T. HORNBECK

Aluminum Company of America,  
Alcoa, Tenn., Tennessee  
Operations, Manager,

ULYSSES V. GOODWYN

Southern Natural Resources, Inc.,  
Birmingham, Ala., Exec. Vice-Pres., &  
Director, \$538 million/sales.

-Southern Natural Gas Company,  
Executive Vice-President.

-Offshore Company, Director.

- other subsidiaries or joint  
ventures of Southern Natural  
Resources, Inc. Director.

GEORGE W. JENKINS

Publix Supermarkets, Inc.,  
Lakeland, Fla., Chairman, \$1  
billion/sales.

-Arkwright Boston Insurance,  
Member, Southern Advisory  
Board.

-Florida Power  
Corporation Director

-Peoples Bank of Lakeland,  
(former director, 1961-1972),  
\$172 million, Rank: S13.

-Pinellas Central Bank and  
Trust Company, (former  
director, 1954-1972), \$61.8  
million, Rank: 1,493. This is  
part of multi-bank holding  
company, Southeast Banking  
Corporation. \$3.249  
billion/deposits, Holding  
Company Rank: 21.

-First National Bank of Miami  
(former director, 1966-1972).  
\$1.4 billion, Rank: 65. This  
is part of Southeast Banking  
Corporation.

Chart 7-B

District SevenFEDERAL RESERVE BANK OF CHICAGO  
Class B Directors

PAUL V. FARVER

Rolscreen Company, Pella, Iowa,  
Pres., \$35 million/ sales.

-Iowa Power & Light Co.,  
Director,

-Pella B.V., President.  
-Pella International, Inc.,  
President.

-Southview Marina, Director.

JOHN T. HACKETT

Cummins Engine Co., Inc.,  
Columbus, Indiana, Exec. Vice-  
Pres., \$832.9 million/ sales.

OSCAR G. MAYER

Oscar Mayer & Co., Inc., Madison,  
Wisconsin, Chairman of Exec.  
Comm., \$972.4 million/sales.

-Northwestern Mutual Life  
Insurance Company, Trustee.

-Wisconsin Telephone Company,  
Director.

-Milwaukee Brewers Baseball Club,  
Ltd. Partner.

District EightFEDERAL RESERVE BANK OF ST. LOUIS  
Class B Directors

FRED I. BROWN, JR.

RALPH C. BAIN

TOM K. SMITH

Arkansas Foundry Company,  
Little Rock, Arkansas, Pres. ,  
\$25-30 million/sales range.  
(dba AFCO Steel).

-Brown Foundation,  
Secretary-Treasurer.

-Brown Welding Company,  
Partner.

-AFCO Metals, Secretary-  
Treasurer.

Arkla Industries, Inc., Evansville,  
Indiana, Sen. Vice-Pres. \$35-43  
million/ sales range. (subs. of  
Ark. Louisiana Gas Company).

Monsanto Company, 8t. Louis,  
Missouri, Group Vice-President  
and Director, Corporate  
Administration Committee,  
\$3.49 billion/sales.

-Monsanto Commercial Products  
Company, Managing Director

-Clayton Federal Savings &  
Loan Association, Director.

Chart 9-B

District NineFEDERAL RESERVE BANK OF MINNEAPOLIS  
Class B Directors

WARREN B. JONES

Dot Land & Livestock Harlowton,  
Montana, 10,000/assets.

DONALD P. HELGESON

Jack Frost Inc., St. Cloud  
Minn., Sec.-Treas., \$25 mill./  
sales.

-Liberty Loan & Thrift Inc.,  
Director.

-Cokato Biologics, Inc., Dir.

-Penepime International Inc.,  
Secretary.

-J & D Enterprises, Partner.  
(family real estate)

RUSSEL G. CLEARY

G. Heileman Brewing Company)  
LaCrosse, Wisconsin, Ch., E and  
C.E.O., \$ 145 million/sales.

-Protection Mutual Insurance Co.,  
Director.

District TenFEDERAL RESERVE BANK OF KANSAS CITY  
Class B Directors

DONALD J. HALL

Hallmark Cards, Inc., Kansas City, Mo., President.

-Business Men's Assurance Co., Director,

-Commerce Bank and Trust Company, (former director, Jan. 14, 1958 to Dec. 18, 1973)J \$539.9 million, Rank: 177. This is part of Commerce Bancshares, Inc., \$1.64 billion/assetsm Holding Company Rank: 51..

-First National Bank of Lawrence, (former director, May 8, 1963 to December 18, 1973.) \$42.6 million, Rank: 2304.

FRANK C. LOVE

Kerr-McGee Corporation, Oklahoma City,Okla., (former President), currently director, \$1.55 billion/sales.

-Crowe, Dunlevy, Thweatt, Swinford, Johnson and Burdick, Of Counsel.

-Fidelity National Bank, N.A. (former director.and former member, Executive Committee) \$277 million, Rank: 340. This is part of Fidelity Corporation of Oklahoma, \$315 million/assets.

-Citizens Bank of Ada, Okla., (former director) \$14.9 million.

ALAN R. SLEEPER

Livestock & Ranching, Alden, Kansas.

-Ark Manufacturing Co., Director

-People's Savings and Loan, Director.

--Served two three-year terms on Kansas State Banking Board, 1963-69.

Chart 11-B

District ElevenFEDERAL RESERVE BANK OF DALLAS  
Class B Directors

STEWART ORTON

Foley's Inc., Houston, Texas  
President, \$100 million/assets,  
(Division of Federated Dept.  
Stores, \$3.27 billion/sales)

-Spring Branch Bank, (Director  
from June 14,1971 to December  
31,1973) \$99 million. Rank:  
904.

GERALD D. HINES

Gerald D. Hines Interests,  
Houston, Texas, Owner, \$35  
million/rent revenue.

-United Gas & Pipe Line Company,  
Director.

-Cousins Mortgage & Equity,  
Trustee. \$336 million/assets.  
REIT.

THOMAS W. HERRICK

Cattle and Investments, Amarillo,  
(Gaines Cattle Company,) Pres.  
(170,000 head feed lots).

Chart 12-B

District TwelveFEDERAL RESERVE BANK OF SAN FRANCISCO  
Class B Directors

CLAIR L. PECK

C. L. Peck Contractor, Los Angeles, Calif., Chairman of the Board.  
\$125 million/sales.

-Farmers Group Inc. Director.

-Investment Company of America, Director.

-Amcap Fund, Inc., Dir.

-Northrup cp Corporation, Director.

-Di Giorgio Corporation, Director.

CHARLES R. DAHL

Crown Zellerbach Corporation, San Francisco, Calif., Pres. & C.E.O., \$1.7 billion/sales.

-St. Francisville Paper Co., Director. and President.

-Pacific Gas & Electric, Director.

-Crown Simpson Corp., Pres. & Director.

MALCOLM T. STAMPER

The Boeing Compan: Seattle, Washington, \$3,73 billion/sales.

-Nordstrom, Inc., Director.



## CLASS C DIRECTORS-THE PUBLIC INTEREST RE-DEFINED

The public interest—as differentiated from the interests of the lenders in Class A and the borrowers in Class B—is represented, according to the Federal Reserve Act, by the three Class C directors on each district board. The Class A directors may not be "officers, directors, employees or stockholders of any bank."

Through the years, officials of the Federal Reserve have consistently reiterated the intent that this class of director should represent the "public". In his analysis of the boards, published in 1972, former Federal Reserve

Board Governor Andrew Brimmer stated: "The three Class C directors are appointed by the Board of Governors as representatives of the public interest as a whole." Testifying before the Financial Institutions Subcommittee on January 21, 1976, Federal Reserve Board Chairman Arthur Burns once again agreed that the Class A directors be considered "public" members.

The Act is clear. The intent is clear. The statements of the Federal Reserve are clear. The end results, however, are less clear that the "public"—as broadly defined—has any substantial representation in the Class C directorships.

Some 29 of the 36 directors in the Class C categories at the 12 district banks are executives or directors of corporations—most of them sizeable institutions.

Not only are the corporate ties heavy throughout Class C, there is also a substantial number of former directors of commercial banks serving under the coloration of "public" members. At least 16 are present or former director or officers of financial institutions.<sup>6</sup>

In at least one instance—in the New York Federal Reserve Bank (Chart 2-C)—one of the Class C directors is a partner in a major New York law firm which is counsel to First National City Corporation—the nation's largest multi-bank holding company. *Polk's World Bank Directory* indicates that the firm is also counsel to a number of foreign banks doing business in the United States. Yet this director is one of the 36 public representatives on the Federal Reserve banks.

The Class C directors do include six people from the academic world—one working professor; the retired president of a west coast think tank; and four university presidents. The Federal Reserve's definition of "public" does not include representatives of labor, consumer organizations, or small farmers. And, as previously noted, the "public", as defined by the Federal Reserve, does not include women.

This survey reveals no substantive differences between the make-up of the Class B and Class A directorships despite the clear intent of the Federal Reserve Act. As can be seen in Charts 1-C through 12-C which follow, Class B directors—like Class A directors—are, for the most part, corporate executives and ex-bankers:

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<sup>6</sup> The chairman of the Federal Reserve district bank is chosen from the Class C directors by the Board of Governors in Washington. The Federal Reserve Act specifies that the chairman shall be a person of "tested banking experience". In the case of 6 of the 12 chairmen of the Federal Reserve district banks, our research has uncovered no "tested banking experience" in the directors' backgrounds.

District OneFEDERAL RESERVE BANK OF BOSTON  
Class C Directors

KENNETH I. GUSCOTT

ROBERT M. SOLOW,  
DEPUTY CHAIRMAN

LOUIS W. CABOT, CHAIRMAN

Ken Guscott Associates,  
Boston, Masa., Owner &  
Pres.

-(Management Consultant  
Firm.)

-Kr.A Development Group,  
partner.

-KGA Personnel Services,  
partner.

-KGA Publishing, Co-  
owner.

-Boaton EdiaonCompany,  
Director.

-Boaton Shipbuilding  
Co., Director.

-Unity Bank & Truat  
(former director, June  
to December, 1973).

-Boaton Progresaive  
Credit Union (former  
director, 1957-1961).

-Provident Inatitute for  
Savings, (former  
director and  
incorporator, 1971-73).

Institute  
Professor,  
Massschusett  
s Institute  
of  
Technology,  
cambridge,  
Massschusett  
s.

Cabot Corporation,  
Boaton,  
Massachuaetts,  
Chairman, \$400  
million/sales.

-Cabot, S.A.(Spain)  
Pres. snd Director.

-Cabot Argentine,  
S.A.I.yC.,  
Chairman.

-Cabot Carbon,  
Ltd.(England)  
Director.

-Cabot Carbon of  
Canada,Ltd. Vice-  
Pres and Director.

-Cabot Engineering  
Co., Vice-President  
and Director.

-Cabot Frsnce,  
S.A.,Dir.

-Cabot Italiana,  
S.p.A., Director.

-Cabot Gmbh.  
(Germany) Advisory  
Committee.

-Cabot Colombiana S.A.,  
(Columbia) Director.

-Distrigas Corporation,  
Dir. (pt. of Cabot).

-Cabot Foundation, Vice-  
President and Director.

-Owens-Corning Fiberglas  
Corp., Director.

-R.R. Donnelley & Sons,  
Director.

-New England Telephone  
&- Telegraph Co.,  
Director.

-Colonial Fund, Inc.,  
Advisory Bd. Member.

-Carnegie Corporation of  
New York, Trustee.

-Penn Central Company  
and its subsidiary, Penn  
Central Transportation  
Company, now in  
trusteeship, (Mr. Cabot  
was on board of  
directors of both in  
1970).

-New  
England  
Merchants  
National  
Bank of  
Boston,  
(former  
director).  
-Suffolk  
Franklin  
Savings  
Bank,  
(former  
director).

District TwoFEDERAL RESERVE BANK OF NEW YORK  
Class C Directors

ALAN PIPER

Carnegie Corporation of  
New York, N.Y., President,  
\$320 million/assets.

-American Ditchley  
Foundation,  
Trustee.

ROBERT H. KNIGHT  
Deputy Chairman

Shearman & Sterling,  
Partner, (Claw firm),  
New York, N.Y.

-Owens-Corning  
Fiberglas, Director.

-Pechiney Ugine  
Kuhlmann Corporation,  
Director.

-Howmet  
Corporation, Dir.  
(Subs. of Pechiney,  
Ugine above).

-Howmet Turbines  
Components  
Corporation. Director.  
(Subs.)

-Howmet Aluminum  
Corporation, Director,  
(Subs.)

-United  
Technologies  
Corporation,  
General Counsel to  
the board of  
directors.

(Shearman &  
Sterling is counsel  
for First National  
City Corporation,  
\$57.8  
billion/assets;  
Holding Company  
Rank: 1.)

-  
/\_Some of the banks  
listing Shearman  
and Sterling as  
their counsel in  
Polk's World Bank  
Directory are:

-The Bank of  
Nova Scotia  
Trust Company of  
New York;  
-The Canadian  
Bank of Commerce  
Trust Co.,  
(N.Y.);  
-The Fuji Bank  
and Trust  
Company,  
N.Y.C.\_/

FRANK R. WMILLIKEN  
Chairman

Kennecott Copper  
Corporation, New  
York, N.Y.,  
President, \$1.6  
billion/sales.

-Peabody Coal  
Company, Dir.,  
(subs. of  
Kennecott).

-Chase Brass &  
Copper, Dir.,  
(subs.)

-Quebec Iron &  
Titanium  
Corporation,  
Director. (subs.)  
-Proctor & Gamble  
Company, Director.

District ThreeFEDERAL RESERVE BANK OF PHILADELPHIA  
Class C Directors

JOHN R. COLEMAN  
Chairman

Haverford College,  
Haverford, Pa., President.

WERNER C. BROWN

-Hercules, Inc.,  
Wilmington, Del.,  
President, \$1.3 billion/  
sales.

-Delmarva Power and Light  
Company, Director and  
Chairman, Executive  
Committee.

-Diamond State Telephone  
Company, Director.

-Delaware Trust Company,  
\$373 million, Rank: 250,  
(former director, elected  
February, 1967, resigned  
February, 1976).

JOHN W. ECKMAN  
Deputy Chairman

Rorer-Amchem, Inc., Fort  
Washington, Pa., Pres.,  
\$240 million/sales.

-William H. Rorer, Inc.,  
President & Director.

-Amchem Products, Inc.,  
Director.

-Haverford School,  
Director.

-First Pennsylvania  
Bank, director from 1970  
to 1973, \$4.5 billion,  
Rank: 19.

-First Pennsylvania  
Corp., Director, 1973-  
1974, \$6.1  
billion/assets.

District FourFEDERAL RESERVE BANK OF CLEVELAND  
Class C Directors

ROBERT E. KIRBY  
Deputy Chairman

Westinghouse Electric Corp.,  
Pittsburgh, Pa., Ch. and  
C.E.O., \$6.47billion/sales.

-Canadian Westinghouse,  
Director,

-Home Capital Funds, Director,  
-Westinghouse Credit Corp.,  
Dir. -Financial Fire & Casualty  
Co., Director,

-Coral Ridge Properties, Inc.,  
Dir.,

-Thermo King Corp., Dir.,  
(Subs. of Westinghouse)

-Deane & Deane. Inc.. Dir.

HORACE A. SHEPARD  
Chairman

TRW, Inc., Cleveland, Ohio,  
Ch. and C.E.O., \$2.49 billion/  
sales.

-Standard Oil Co., Director,  
(Ohio)

-Procter & Gamble, Director,

-Diamond Shamrock Corp., Dir.,

-Pickands Mather & Co., Dir.,

-Harris-Intertype Corporation,  
Director.

-Addressograph Multigraph  
Corporation, Director.

OTIS A. SINGLETARY

-University of  
Kentucky,  
Lexington, President.

-Dana Corporation,  
Director.

District FiveFEDERAL RESERVE BANK OF RICHMOND  
Class C Directors

E. ANGUS POWELL  
Chairman

-Chesterfield Land & Timber Corp., Midlothian, Va., Pres.

-Lea Industries, Inc., Chairman (subs. of Sperry & Hutchison).

-Sea Pines of Virginia, Ch.

-Waste Combustion Corporation, Director.

-Southern Exposition Building, Inc., Director.

-First & Merchants Corporation, Richmond (former director, January 12, 1960 to January 1973), \$1.799 billion/assets. Holding Company-Rank: 4.2

E. CRAIG WALL, SR.  
Deputy Chairman

-Canal Industries, Inc., Conway, South Carolina, Chairman, (timber and real estate).

MACEO A. SLOAN

-North Carolina Mutual Life Insurance Co., Durham, N.C., Senior Vice President and Director, and Member Executive committee, \$138.6 million/assets.

District SixFEDERAL RESERVE BANK OF ATLANTA  
Class C Directors

CLIFFORD M. KIRTLAND, JR.  
Deputy Chairman

H. G. PATILLO  
Chairman

FRED ADAMS, JR

Cox Broadcasting Corporation. Atlanta, President. \$100 million/sales.

-Scientific Atlanta Inc., Director.

-Peachtree Equity Securities. Director.

-Life Insurance Company of Georgia. Director.

-Cox Cable Communications, Director.

Pattillo Construction Co., Inc., Decatur, Ga., Chairman,

-Stone Mountain Industrial Park, Inc., Director.

-Rockdale Industries, Inc., Director.

-DeKalb Apartments, Director.

-Pattillo Lumber Company, Dir.

-Ponce de Leon Industries, Director.

-Gwinnett Industries, Director.

-C & S Emory Bank, (former director. Jan. 1. 1963 to Jan. 31, 1968). \$148 million. Rank: 596.

-First National Bank, (former director, February 1, 1968 December 31, 1971.)

Cal-Maine Food Mississippi, President

District SevenFEDERAL RESERVE BANK OF CHICAGO  
Class C Directors

ROBERT H. STROTZ  
Deputy Chairman

Northwestern University,  
Evanston, Illinois, President,  
-Norfolk & Western Railroad  
Company, Director.  
-Dereco, Inc., Director. -U. S.  
Gypsum Co., Dir.  
-Illinois Tool Works, Director.  
-PeoplesGas Company, Director.

LEO N. SCHOENHOFEN

Marcor Inc., Chicago, Ill.,  
Chairman of Board, \$4.67  
billion/ sales.  
-Abbott Laboratories,  
Director.  
-Honeywell, Inc., Director.  
-Mobil Oil Corporation, Dir.  
-United States Gypsum, Go.,  
Director.  
-Pillsbury Company, Director.

PETER B. CLARK  
Chairman

The Evening News  
Association, Detroit,  
Mich., Chairman of  
Board and  
President, \$75 million/  
assets.  
-Universal  
Communications Corp.,  
Director, (wholly-  
owned subsidiary of  
the Evening News  
Association.)  
-Commercial Marine  
Terminal, Director.



District EightFEDERAL RESERVE BANK OF ST LOUIS  
Class C Directors

HARRY M. YOUNG, JR.

Melrose Farm, Herndon, Kentucky , Owner .  
1225 acres. (grain & live stock).

-Hopkinsville Elevator Company,  
Vice-President  
and Director.

-Kentucky Federal Land Bank,  
President.

EDWARD J. SCHNUCK  
Chairman

Schnuck Markets, Inc.,  
Bridgeton, Missouri, Chairman  
of the Board, \$175-200  
million/sales.

-General Grocer Company,  
Director.

-Manchester Bank of St. Louis,  
(former director, January 19,  
1964 to Dec. 31, 1969). \$119  
million, Rank: 738. This is  
part of a holding company,  
Manchester Financial  
Corporation, \$139  
million/assets.

VACANCY

District NineFEDERAL RESERVE BANK OF MINNEAPOLIS  
Class C Directors

HOWARD R. SWEARER

Carleton College, Northfield,  
Minnesota, President,

-Northfield National Bank,  
(former director, July,  
1970 to December, 1973). \$14.4  
million. This is an affiliate  
of First Bank System, Inc.  
\$7.11 million/assets, Holding  
Company Rank: 12.

STEPHEN F. KEATING  
Chairman

Honeywell, Inc., Minneapolis,  
Minn., Chairman, \$2.6 billion/  
sales.

-Dayton-Hudson Corporation,  
Director.

-General Mills, Inc., Dir.

-Toro. Inc., Director.

-PPG, Industries, Director.

-First Bank System, Inc.  
(former director, January 17,  
1962-to- December--31, 1975).  
\$7.17 billion/assets. Holding  
Company Rank: 12.

JAMES P. MC FARLAND  
Deputy Chairman

General Mills, Inc., Minn.,  
Minn., Chairman of the Board,  
C.E.O., \$2 .3 billion/sales.

-Prudential Insurance Co.,  
Director.

-Toro Inc., Director.

-Northwestern Bell Telephone  
Company., Director.

-Shenandoah Oil Company,  
Director.

-First National Bank of  
Minneapolis (former director,  
resigned end of 1973). \$1.2  
billion, Rank: 74. This is  
part of First Bank System.

-First Bank System,  
Inc. (former director, resigned  
end or 1973.) \$7.17  
billion/assets, Holding  
Company Rank: 12.

District TenFEDERAL RESERVE BANK OF KANSAS CITY  
Class C Directors

ROBERT T. PERSON  
Chairman

Public Service Co. of  
Colorado, Denver, Colo.,  
Ch. and Pres., \$363 million/  
revenue.

-Cheyenne Light, Fuel and  
Power Co., Pres. & Dir.

-Western Slope Gas, Chairman.

-1480 Welton Inc., Pres. &  
Dir.

-Green & Clear Lakes  
Company, Pres. & Dir.

-Fuelco, Pres. & Dir.

JOSEPH H. WILLIAMS

The Williams Companies, Tulsa,  
Okla., President, \$993  
million/sales.

-American Petroleum Institute,  
Director.

-Parker Drilling Co. Director.

-Home Federal Savings &  
(Loan Association, Tulsa,  
(former director, July, 1970 to  
July, 1971).

HAROLD W. ANDERSON  
Deputy Chairman

Omaha World-Herald Company,  
Omaha, Nebraska. President.  
Sunday circ: 277,000.

-Peter Kiewit Sons, Inc.,  
Director.

District ElevenFEDERAL RESERVE BANK OF DALLAS  
Class C Directors

JOHN LAWRENCE  
Chairman

Dresser Industries, Inc.,  
Dallas Texas, Chairman of the  
Board, \$2 billion/sales.

-Santa Fe Industries,  
Director.

-Western Electric, Director.

-National Life Insurance,  
Director.

-Keebler Company, Director.

IRVING A. MATHEWS

Frost Bros., San Antonio,  
Texas, Ch. and C.E.O., \$19  
million/sales. (This  
is a division of Manhattan.)

-Manhattan Industries, Inc.,  
Director, and President of  
Retail Division.

CHARLES T. BEAIRD  
Vice-Chairman

Beaird-Poulan Division,  
Emerson Electric Co.,  
Shreveport, Louisiana,  
Chairman of the Board, \$32  
million/sales.

-Westport Development  
Corporation, Director.

District TwelveFEDERAL RESERVE BANK OF SAN FRANCISCO  
Class C Directors

O. MEREDITH WILSON  
Chairman

Study in the Behavioral  
Sciences, Stanford California,  
Retired President.

-Northern States Power  
Company, Director.

-Systems Development  
Corporation, Dir.

CORNELL C. MAIER

Kaiser Aluminum & Chemical  
Corporation, Oakland, Calif.  
Pres and C.E.O., \$1.74  
bill/sales.

-Comalco Industries Pty. Ltd.,  
Australia, Director.

-Anglesey Aluminum Metal, Ltd.,  
Director.

-Kaiser Aetna, Director.

-Kaiser Industries Corporation.  
Director.

-Kaiser Bauxite Co., Pres.,  
C.E.O. & Dir.

-United International Shipping  
Corp., Exec. V.P. & Director.

JOSEPH F. ALIBRANDI  
Deputy Chairman

Whittaker Corporation, Los  
Angeles, Calif., Pres. &  
C.E.O. \$778 million/sales.

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## SECONDARY INTERLOCKS

This study focused on only the direct links of the Federal Reserve directors to the banking and corporate community and has not attempted to detail all of the massive conflicts which could occur through secondary interlocks. Many of the directors of the Federal Reserve Banks are chief operating officers and chairmen of companies whose boards, in turn, have major links among other industrial and financial giants.

For example, a Class C—"public interest" director—on the Cleveland Federal Reserve District Bank, Robert E. Kirby, is chairman and chief executive officer of the Westinghouse Electric Corporation, which has interlocks with such financial corporations as Pittsburgh National Bank; Citibank; Citicorp; the New York Stock Exchange; Bank of America; Manufacturers Hanover Trust Company; Hanover International Banking Corporation; Kuhn, Loeb and Company; and CIT Financial Corporation.

Is Mr. Kirby's assignment as a "public" representative affected by the fact that he regularly sits down with and reports to a board honeycombed with directors who govern some of the bigger financial corporations? And do these financial institutions use this relationship with Mr. Kirby to influence Federal Reserve policies at the Cleveland Bank? These "secondary" interlocks are vividly demonstrated by the make-up of the board of directors of the New York Federal Reserve bank. At least seven of the nine directors of the New York Federal Reserve bank are chief executive officers or chairmen of boards of companies interlocked with virtually every facet of Corporate America and the financial community.

Tabular charts A through G depict the interlocks of the major business, banking or law firms on which seven New York directors serve as major officers or partners:

49  
Tabular Chart A

David Rockefeller Chairman of  
the Board Chase Manhattan Corp

Chase Manhattan Corp.  
Officer & Director Interlocks

Private Investment Co. for America	Allied Chemical Corporation (2)	American Express Co. (2)	AT&T	United Sates Steel Corp.
Firestone Tire & Rubber Company	<del>General Motors</del> General Motors	Hewlett-Packard	Pacific North- western Bell Co.	Richardson Merrill Inc
<del>Orion Multinational</del> Orion Multinational Services Ltd	<del>Rockefeller Family &amp;</del> Rockefeller Family & Associates	FMC Corporation	BeachviLime Ltd.	Metropolitan Life Insurance Co
<del>ASARCO, Inc. (2)</del> ASARCO, Inc. (2)	<del>Chrysler Corp. (2)</del> Chrysler Corp. (2)	Utah Int'l Inc.	Eveleth Expansion Company	Private Investment Co
<del>Southern Peru copper</del> Southern Peru copper Corp.	<del>Int'l Basic Economy Corp.</del> Int'l Basic Economy Corp.	Exxon Corporation	Fidelity Union Bancorporation	May Department
<del>S A</del> Industrial Miners Mexico S.A.	Selected Risk Investment <del>R. H. Macy &amp; Co.</del> R. H. Macy & Co.	Equitable Life Assurance Soc.	International Minerals &	Norton-Simon Inc.
Continental Co.	<del>Omega Fund, Inc.</del> Selected Risk Investment & Co.	Federated Capital Corporation	Burlington Industries	Sperry Rand Corporation
Honeywell, Inc.	<del>Omega Fund, Inc.</del> Omega Fund, Inc.	Federated Dept. Stores	Wachovia Corporation	Stone- Webster Inc.
Northwest Airlines, Inc.	<del>Squibb Corporation</del> Squibb Corporation	General Electric	Jefferson Pilot Corporation	San Salvador Development Company
<del>Northwestern Bell</del> Northwestern Bell Telephone Co.	<del>Olin Corporation</del> Olin Corporation	American Petroleum Institute	Private Investment Co. for America	Standard Oil of Indiana
Minnesota Mining & Mfg. Co	Mutual Benefit Life Ins. Co. of New Jersey (2)	Scott Paper Co.	R. J. Reynolds Industries, Inc	
		American Petroleum Institute		

50  
Tabular Chart B

William S. Sneath President,  
Union Carbide Corporation

Chase Manhattan Corp.  
Officer & Director Interlocks

Private Investment Co. for America	Canadian Pacific Steamships, Ltd.	ASARCO	Morgan Guaranty Trust Company	J. C. Penney
Firestone Tire & Rubber Company	Pacific Logging Co.	American Title Insurance Co.	J. P. Morgan Company	Great American Reserve Insurance Co.
Orion Multinational Services Ltd.	Marathon Realty Co., Inc.	Chrysler Corporation	Depository Trust Company	
ASARCO, Inc. (2)	Soo Line Railroad Co.	Continental Corporation	Metropolitan Life Insurance Company	
Southern Peru copper Corp.	Great Lake Paper Company	Continental Insurance Company	Canadian Pacific Investments, Ltd.	
Industrial Miners Mexico S.A.	Trans-Canada Pipe Lines, Ltd	Security Reinsurance Corp., Ltd	Canadian Pacific Securities, Ltd.	
Continental Co.	Canadian Marconi Co.	Putnam Trust	Chase Manhattan Corpt, (Member, International Advisory Board)	
Honeywell, Inc.	Canadian Fund, Inc.	Toronto Dominion Bank & Trust	The Royal Bank of Canada	
Northwest Airlines, Inc.	Great American Reserve Insurance Company	National Reinsurance Corporation	Sun Life Assurance Company of Canada	
Northwestern Bell Telephone Co.	Manufacturers Hanover Trust Co. (Former Chief Exec. Officer)	Chemical Bank (Member, East Side Advisory Board)	Canadian Investment Fund	
	American Century Mortgage Investors			



51  
Tabular Chart C

Jack B. Jackson  
President, J. C. Penney Co.,

J. C. Penney Co., Inc., Officer  
and Director Interlocks

Protection Mutual  
Insurance Company

Grumman Corporation

Simplicity Pattern Co.

Wackenhut Corporation

Great American Reserve  
Insurance Company (2)

Inmont Corporation

Kennecot Copper Corp.

Educator & Executive  
Insurers, Inc. (2)

JCP Realty, Inc..

1<sup>st</sup> Fed'l Savings & Loan  
Association

Educator & Executive Life  
Insurance Co.

New York Telephone  
Company

United States Trust  
Company

J. C. Penney Financial  
Corporation (2)

Ball Corp.

N. Y. Stock Exchange

J. C. Penney Insurance Co.  
(3)

Bankers Trust Co.

Citicorp

J. C. Penney Life Ins. Co.  
(3)

Bankers Trus New York  
Corporation

Citibank (FNCB, N.Y.)

Sarma (Belgium) S.A. (2)

Bristol Myers Co. (2)

General Electric

Discount Corp. of N. Y.

Union Dime Savings Bank

FNCB-Waltons  
Corporation

United Mutual Savings  
Bank

Thiokol Corporation

Rand Corporation

52  
Tabular Chart D

Maurice F. Granville, Chairman  
of the Board, Texaco,  
Incorporated

Texaco Officer & Director  
Interlocks

Arabian American Oil  
Company

St. John d'el Ray Mining  
Co., Ltd.

Ligget & Myers, Inc.

Brown Brothers Harriman  
& Co.

National Steel Corporation

Brown Harriman &  
International Bks. Ltd.

Massey-Ferguson, Ltd.

American Express

Mutual Life Insurance Co.

American Express Int';  
Bkg. Corp.

Mass Mutual Income  
Investors

Anaconda

United Services Life Ins.  
Co.

Rockefeller Foundation

Fairchild Industries

Owens-Corning Fiberglass

Blount, Inc.

National City Bk.  
(Cleveland)

William Wrigley, Jr., Co

Sun Life Assurance Co.

Natonal Blvd. Bk. Of  
Chicago

General Reinsurance.

Lykes Youngstown  
Corporation

General Electric.

Inmont Corporation

53  
Tabular Chart E

Alan Pifer, President,  
Carnegie Corporation of New  
York

Carnegie Corporation Officer &  
Director Interlocks

Rockefeller Center, Inc.

J. Henry Schroder Trust  
Company

The Cabot Corporation

Paul Revere Investors, Inc.

Federal Reserve Bank of  
Boston

Qualpeco, Inc

Owens, Corning Fiberglass

New England Telephone  
Co.

Fisher Scientific Company

Mellon National  
Corporation

EQUITABLE Life Assurance  
Society

Twentieth Century Fox  
Corporation

J. Henry Schroder Banking  
Corporation

## Tabular Chart F

Robert H. Knight, Partner,  
Shearman & Sterling,  
Attornerys, N.Y.C.

Law Firm represents:

The First National City  
Corporation, N.Y.

The Bank of Nova Scotia  
Trust Company of New York

The Canadian Bank of  
Commerce Trust Co. (N.Y.)

The Fuji Bank and Trust  
Company, N.Y.C.

55  
Tabular Chart G

Frank R. Milliken, President,  
Kennecott Copper Corporations

Kennecott Copper Officer &  
Director Interlocks

Marine Midland Bank	Guaranty Bank & Trust Co.	Goodyear Tire and Rubber Co.	Rio Grande Industries (2)	New York Stock Exchange	Getty Oil Company
Zion's Utah Bancorporation	J. P. Morgan & Co.	Goodyear Canada Inc.	Broadmoor Hotel, Inc.	Continental Can Company	Chase Brass & Copper Company
.Beneficial Life	Morgan Guaranty Trust Co. (2)	Lykes-Youngstown Corporation	1 <sup>st</sup> Nat'l Bk. Of Colorado Springs	Citicorp (2)	Norton Company
Affiliated Bankshares	Imperial Life Assurance Company of Canada	Wards Foods, Inc.	Manitou & Pikes Peak Railway Co.	General Motors	Merck & Company
Atlantic Mutual Co.	Roy West Banking Corporation	Chubb Corporation	Mountain States Telephone & Telegraph Co.	Ingersoll Rand Co.	Montreal Trust Company
Citibank (FNCB) (2)	Trust Corporation of the Bahamas	Eastern Airlines	S. S. Kresge Co.	Stone & Webster	Deering Milliken
.Centennial Insurance Co.	.Braden Copper Co. (subsidiary of Kennecott) (5)	W. R. Grace & Co. (2)	Bristol Myers	Pacific Tin Consolidated Corporation	Great Atlantic & Pacific Tea Co.
Omega Fund	Kennecott Refining Corporation	Zions First National Bank	United Mutual Savings Bank	Alex Brown & Sons	
CIT Financial Corp.		Hotel Utah	Simplicity Patterns	McGraw Hill, Inc.	
Madison Fund		Utah Portland Cement Company	1 <sup>st</sup> Federal Savings and Loan Association	Kuhn, Loeb & Co	
		Heber J. Grand Co.	United States Trust Company	Los Angeles and Salt Lake Railroad	
		Denver & Rio Grande and Western Railway (2)	J. C. Penney	Westinghouse	
		Mountain Fuel Supply Company		Uniroyal, Inc.	

The tabular charts clearly show that substantial segments of corporate/banking power have a channel of communication and influence into the Federal Reserve Bank of New York—easily the most important of the district banks, with substantial roles in monetary policy and international operations of the entire Federal Reserve System.

While these secondary links spread out through the twelve district banks like an international cobweb, this study does not determine the extent to which these links influence Federal Reserve directors. However, they are, at a minimum, additional evidence of the dominance of big corporations and big banking institutions in the backgrounds and the day-to-day lives of the great majority of Federal Reserve directors.

#### THE PUBLIC RELATIONS-LOBBYING FACTOR

The heavy domination of big corporate and banking names, and the inclusion of trade association leaders among the Federal Reserve directors, gives the System an unusual degree of political clout in their home areas as well as on the national scene.

In many cases, these officials are dominant figures in their areas, and they bring to the Federal Reserve boards the prestige and power associated with the biggest of the big business community: When the Federal Reserve finds its policies under attack, and when suggestions are made for structural change in the system, the fact that these district boards are honey-combed with the powerful does no damage to the Federal Reserve's defense.

Writing for the FINE study, Dr. Mayer of the University of California noted:

Another important function of the directors, one not set out in the law, is to generate public support for the Federal Reserve. Directors and former directors defend the Federal Reserve's actions to their communities and they have occasionally been used for lobbying. This gives the Fed political strength.

A 1975 study of the expense vouchers of Federal Reserve district banks revealed relatively heavy expenditures for entertainment, dinners and other functions, including joint meetings between the Federal Reserve district banks and the commercial bankers associations. The same expense reports contain a substantial number of outlays for dues and fees to various private organizations—at least some of which apparently fall within the "public relations" area.<sup>7</sup> At the national level, some of the activities of the Federal Reserve directors are masked behind their corporate shields, and it is often difficult to distinguish the lobbying generated by the Federal Reserve banks from that of the corporate-banking lobby."

Last year's battle over proposals to require regular audits of Federal Reserve activities by the General Accounting Office is a good illustration of the manner in which the clout of the Federal Reserve directors is brought to bear on legislative matters.

Throughout 1975, directors of Federal Reserve district banks flooded the Congress with letters urging the defeat of the audit legislation. For example, Malcolm T. Stamper told the Congress he was opposing the legislation "in my

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<sup>7</sup> *"The Federal Reserve System: Accountability or Waste"*, Staff Report of the Subcommittee on Domestic Monetary Policy. Committee on Banking, Currency and Housing. U.S. House of Representatives. 94th Congress. 1st Session. July, 1975, 41 Pages.

capacity as president of the Boeing Company and as Chairman of the Seattle Federal Reserve" branch. Since that time Mr. Stamper has been promoted. He is now a class B director at the San Francisco Federal Reserve Bank.

Crown Zellerbach was another major corporation which lobbied against the audit bill. Its president—Charles Dahl—is another Class B director on the Federal Reserve Bank in San Francisco.

Similar letters opposing the audit bill came from Dresser Industries, an energy industry manufacturing conglomerate, whose chairman was a Class C director of the Federal Reserve District Bank of Dallas.

This was the pattern across the country, with the Federal Reserve calling on its corporate-banking directors to lead the lobbying campaign. In some cases, former directors were enlisted in the battle. At least one of these former directors—from the Federal Reserve branch in El Paso, Texas—Informed the Banking Committee of attempts by the president of the Federal Reserve Bank of Dallas to have him join the letter-writing campaign.

This type of lobbying activity is not limited to the audit proposals, but is available to the Federal Reserve on a wide range of banking, regulatory and legislative issues. In addition, these boards of prestigious businessmen serve as an on-going public relations front for the entire System.

This kind of activity extends into big business lobbying groups, where the Federal Reserve directors maintain heavy membership. One of these is the Business Roundtable, a lobbying group that includes the biggest of the big corporations in this country. Among its 164 corporate members are the big three of the auto industry, the three largest banks in the country, seven of the largest oil companies and the granddaddy of big utilities—AT&T. Forty of the member companies contribute one of their top officers to a policy-making committee.

Not surprisingly, this lobbying organization has participated with Dr. Burns and the Federal Reserve System in efforts to stop a G.A.O. audit. In 1973, the Business Roundtable—at the request of Dr. Burns—wired its members and asked them to help repel the bill. When lobbying pressure mounted against the new audit proposal in 1975, a study was conducted by the late Wright Patman which revealed the close relationship between the private lobbying organization and our supposedly "public" Federal Reserve System.<sup>8</sup> The study showed that 45 of the 164 member corporations are represented on the board of directors of the Federal Reserve district banks and branches. Eighteen of the corporations represented on the 40-member policy committee of the Business Roundtable are also represented on the boards of the district banks and branches.

Another big business organization—the United States Chamber of Commerce—also has substantial interlocks with the Federal Reserve. The Chamber—which often lobbies on banking and Federal Reserve legislation—has a 52-member policy committee on banking, monetary and fiscal affairs. Thirty-one of these members are officers or directors of banks and 8 have director interlocks with the Federal Reserve System.

One of the members of the Chamber of Commerce's board of directors—Archie K. Davis, the retired chairman of the Wachovia Bank and Trust

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<sup>8</sup> See the remarks of Congressman Wright Patman In the *Congressional Records* of November 17, 1975, Page H 11296; February 11, 1976, Page H 946 and February 23, 1976, Page H 1227.

Company, N.A. of North Carolina—formerly served as president of the American Bankers Association and as a director of the Charlotte branch of the Federal Reserve Bank of Richmond.

Federal Reserve directors also crop up among the membership of such lobbying organizations as the National Association of Manufacturers, the American Petroleum Institute, the American Iron and Steel Institute, the Highway Users Federation, the Transportation Association of America; and the American Gas Association.

### BANK POLITICS AND THE FEDERAL RESERVE DIRECTORS

While the Act limits the direct participation of bankers on the district boards to the three Class A directors, the banking industry—in reality—creeps in at all three levels.

Fourteen of the 72 Class B and Class C directors, for example, were bankers at the time of their election to the Federal Reserve banks and had to resign from their commercial bank directorships to qualify. At least five other Class B and Class C directors had been commercial bank directors in prior years.

The same is true of the branch boards. As mentioned earlier, these boards are divided into two categories of varying sizes, with the board of directors of the district banks appointing a majority and the Board of Governors in Washington the remaining members. Federal Reserve policy calls for the Board of Governors to name non-bankers to their positions, making these appointments roughly equivalent to the Class B and Class C categories on the district banks.

Yet, fifteen of the sixty-eight branch directors named by the Board of Governors were directors of commercial banks at the time of their appointment and had to resign these directorships to qualify. Two other branch directors had served on commercial bank boards in prior years.

Throughout the System—district and branch boards combined—one in five of the seats intended to be populated by non-bankers and public members ends up being filled by former bankers only recently removed from the narrow confines of the industry.

Even more questionable than the limited range of views thus represented is a suggestion of the revolving door approach that has long plagued Federal regulatory agencies.

Resignations from commercial bank boards of directors to legitimize the Federal Reserve appointment apparently are understood, in some cases, to be only temporary, with the commercial bank position readily available again when the Federal Reserve service is completed.

This is what happened, for example, on a recent appointment to the Birmingham branch of the Atlanta Federal Reserve Bank. The following letter from a commercial banker to a newly-appointed Federal Reserve official makes the revolving door nature of the appointment all too clear.

THE FIRST NATIONAL BANK OF BIRMINGHAM,  
*Birmingham, Ala., December 18, 1974.*

Mr. HAROLD B. BLACH, JR., *Birmingham, Ala.*

DEAR HAROLD: I reported to the Executive Committee on December 17, 1974 your letter of December 9, 1974 in which you advised of the necessity for you to resign from our Branch Advisory Board because of your appointment as a director of the Birmingham Branch of the Federal Reserve Bank of Atlanta. The Committee regretfully accepted the resignation with the understanding that the same was to be effective January 1, 1975.



On behalf of the officers and the Board of Directors I wish to thank you for all of your assistance and time and we certainly regret the loss of your membership, but feel that you deserve the appointment which you have received and know that you will profit from the same. When your term does expire, we certainly wish to know so that we will have the opportunity to re-appoint you to the Board on which you served so well.

Sincerely,

R. H. WOODROW, JR.  
*Chairman of the Board and Chief Executive Officer.*

Interestingly enough, the signer of the letter—R. H. Woodrow, Jr.—accepted an appointment on the board of the Birmingham branch the following year and now sits side by side on that board with his former colleague.

The case of Thomas I. Storrs reveals still another aspect of the revolving door.

Mr. Storrs was an employee of the Richmond Federal Reserve Bank from 1934 to 1960. He served as vice-president in charge of research from 1956 to 1959 and then became vice-president in charge of the Charlotte branch later in 1959.

In 1960—after 26 years as a Federal Reserve employee—Mr. Storrs decided to move into the commercial banking industry, where today he serves as chief executive officer of the North Carolina National Bank and president of the holding company, NCNB Corporation, in Charlotte. Even after becoming a banker, Mr. Storrs did not relinquish his ties with the Federal Reserve, serving until January of this year as a member of the 12-person Federal Advisory Council to the Federal Reserve System—a group which confers with the Board of Governors "on economic and banking matters and (makes) recommendations regarding the affairs of the Federal Reserve System." And it is the board of directors of Mr. Storrs' former employer—the Richmond Federal Reserve Bank—which so generously named him to the Federal Advisory Council.

#### BANK DOMINATION AND BANK EXAMINATION

The inordinate input by special interests would be a troublesome problem in any public agency; but the situation becomes more serious as the Federal Reserve banks take on greater regulatory powers.

Particularly significant is the growing role of the district banks in the regulation of bank holding companies. By law, the Federal Reserve was given exclusive jurisdiction in the regulation of bank holding companies and, as previously noted, much of this jurisdiction has been delegated by the Federal Reserve Board in Washington to the various Federal Reserve banks.

Initially all applications under the Holding Company Act were sent to the Board of Governors for approval. Beginning in 1974, however, the Board delegated a considerable portion of its authority to the district banks. The district banks receive all applications, process them initially, and in many cases can approve or deny permission for formation of acquisitions, or changes in

holding companies<sup>9</sup> : In a recent response to a questionnaire from the House Banking, Currency and Housing Committee, the Board of Governors discussed the Federal Reserve's procedures for reviewing holding company operations. The response stated :

In practice, the Federal Reserve relies on the examination reports of the primary regulators for detailed analysis of the condition of subsidiary banks of bank holding companies. There is no prescribed policy as to frequency of examination or inspection of parent holding companies; however, usually the *Reserve Banks* try to inspect multi-bank holding companies and large one-bank holding companies with non-banking activities at least once every three years and more often if circumstances warrant. . . . Indeed certain holding companies are inspected annually. As a result of the adverse impact certain nonbank subsidiaries have had on the parent holding companies and its banking subsidiaries, inspections may include a review of some non-bank subsidiaries, principally mortgage companies.

The primary source of information on holding companies is included in an annual report forwarded to the Board of Governors by the district bank. Other information may be required, as the response to the questionnaire states:

Also, when believed desirable, the *Reserve Bank* may request reports to shareholders, reports to the Securities and Exchange Commission, and periodic abbreviated balance sheets and special reports. For those companies which are more expansion-oriented, additional financial information is requested and analyzed in conjunction with regulatory applications filed pursuant to Sections 3 and 4 of the Bank Holding Company Act. In problem situations, meetings are held with officers and/or directors of the holding company and, if applicable, subsidiary banks' primary regulators may be contacted.

The district banks, it is clear, have a major role in overseeing the operations of bank holding companies. An example of the potential problems in regulating bank holding companies is presented by the Hamilton National Bank failure.

Hamilton Bancshares, Inc. was formed in 1971 with Hamilton National Bank in Chattanooga, Tennessee, as the lead bank. By 1975, the firm controlled 18 banks in Tennessee and Georgia, and operated several subsidiaries, the most important of which was Hamilton Mortgage Company in Atlanta. The main bank—Hamilton National—was declared insolvent in February 1976, and the holding company and its subsidiaries declared bankruptcy shortly thereafter.

In five years, a bank which had survived the Depression and helped other banks in Tennessee do likewise, went from a sound and well-managed institution to a bankrupt operation.

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<sup>9</sup> These delegations are usually contingent on certain conditions but many of the terms used in the restrictions are left undefined and considerable latitude for discretion is placed in the hands of the district bank. Under the Bank Holding Company Act, the Federal Reserve banks may:

- Extend the filing time for registration statements;
- Extend the time by which a bank holding company must divest itself of non-banking organization interests;
- Extend the time in which a bank holding company must divest itself of its interests in a non-banking organization acquired in satisfaction of a debt;
- Require reports to determine whether a holding company is complying with the law; Request more information before allowing a bank holding company to complete a proposed transaction;
- Permit an acquisition in less than the required 45 days if "exigent circumstances" are evident;
- Permit de novo activities for a bank holding company and permit this in less than the required 45 days;
- Approve the formation of a bank holding company;
- Approve the acquisition of additional shares in a bank;
- Approve the acquisition of a bank if the applicant has a proven record of furnishing its subsidiaries special services, management, capital funds and general guidance";
- Grant a 90-day extension for filing an annual report plus an additional 90 days after that;
- Approve retention of shares of bank stock acquired in a fiduciary capacity if it will divest itself of such stock in two years;
- Permit the merger of two bank holding companies;
- Approve acquisition of a finance company or industrial bank;
- And, in towns of 5,000 or less population, allow a bank holding company to acquire an Insurance brokerage.

The holding company was regulated by the Federal Reserve System, primarily through the Atlanta Reserve bank. Even though the Board of Governors in January, 1973 questioned the holding company's practice of removing its subsidiary banks from membership in the Federal Reserve System and even though the Atlanta Reserve bank knew that the two subsidiary banks needed additional capital (the holding company said that it was correcting the problem), the Atlanta bank approved two new acquisitions in May and June 1974.

In the fall of that year, the Comptroller of the Currency's staff<sup>10</sup> discovered a substantial number of bad loans from Hamilton's mortgage subsidiary on the books of Hamilton National bank. Subsequent corrective actions apparently failed and in 1976 Hamilton National Bank was sold to the First Tennessee National Corporation—the largest bank holding company in the state.

In view of their systemwide responsibility concerning holding companies, it is significant that the directors of the Federal Reserve district banks and their branches have substantial ties to bank holding companies. Thirty-two of the 100 largest multi-bank holding companies have representation on district banks or branches (either a current or former officer or director).

Seventy-nine directors have either current or prior service with bank holding companies or their subsidiaries—14 Class A, 6 Class B, 8 Class C, and 51 branch directors. Seventy-one holding companies, controlling 687 banks, are connected to the district banks and branches—some, several times, i.e., Southeast Banking Corporation of Florida; First Bank Systems, Inc of Minneapolis; Commerce Bancshares, Inc. of Kansas City; Fidelity Corporation of Oklahoma; U.S. Bancshares, Inc. of Dallas; Austin Bancshares Corporation of Texas; and the Bank of America. One director is connected with six bank holding companies.

Among the holding companies represented on the boards of the district banks by current or former officers or directors, six were on the “problem list” published by the *New York Times* on January 22 of this year. These firms are:

- Chase Manhattan Corporation, New York Federal Reserve District Bank. (Class A Director-David Rockefeller);
- Security New York State Corporation, New York Federal Reserve District Bank, (Buffalo Branch, Bank-appointed Director—Daniel G. Ransom);
- Marine Midland Banks, New York Federal Reserve District Bank, (Buffalo Branch, Bank-appointed Director-Daniel G. Ransom);
- First Pennsylvania Corporation, Philadelphia Federal Reserve District Bank, (Class C Director—John W. Eckman);<sup>11</sup>
- First & Merchants Corporation, Richmond Federal Reserve District Bank, (Class C Director—E. Angus Powell) ; and,
- Citizens and Southern National Bank, Atlanta Federal Reserve District Bank (Class C Director—H. G. Pattillo).

The substantive role of the district banks in the supervision and regulation of commercial banks, of course, is not limited to the holding companies. The examination process for state member banks falls squarely under the jurisdiction of the district banks. . . a fact that heightens the potential for conflicts of interest in a banker-oriented board.

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10. The Comptroller of the Currency is the supervisory agency for national banks. Six members of the holding company were national banks.

11 In addition the President and Chief Operating Officer of this problem bank holding company is the Philadelphia Federal Reserve District Bank's representative to the 12-member Federal Advisory Council to the Federal Reserve System.

In their response to the FINE questionnaire of the Banking, Currency and Housing Committee, the Federal Reserve reveals the latitude given the employees and boards of the district banks in the examination process:

While questionable matters may be discussed with officials of the *Reserve Bank*, the examiner exercises, within the general guidelines established by the *Reserve Bank* officials, his discretion in determining the matters to be cited in the report of examination. Minor problems corrected during the examination are detailed in the examiner's work papers but seldom appear in the report.

At another point in the same response, it was stated:

Although operating within the realm of the general policies and practices established by the Board, examiners for the *Reserve Banks* have latitude in the methods and procedures followed in conducting an examination. Procedures followed may vary in the banks examined depending On such factors as size and volume of operations, number of branches, quality of assets and overall general condition at the previous examination.

In view of the regulator structure of the Federal Reserve System—and the increasing delegations of authority to district banks in this area—it is difficult, if not impossible, for the bank directors on the district and branch boards to avoid real or potential conflict of interest situations. It is true that internal regulations of the System prohibit a director from passing directly on a regulatory or supervisory matter involving his own bank, but this does not wipe out the fact that the directors do have ongoing policy-making, information gathering, and administrative roles in the examination and supervisory process.<sup>12</sup> It is highly questionable whether these roles can be separated—even with well-meaning if haphazardly constructed internal protections—from the directors' present, future and past banking interests.

#### THE CLUB SYSTEM

While Corporate America has wide representation—through director interlocks—with all twelve banks in the Federal Reserve System, analysis of each district bank and cross-checking one district bank with the others reveals not only the narrow pool of talent but the "club" nature of the system.

This "club" approach leads the Federal Reserve to consistently dip into the same pools—the same companies, the same universities, the same bank holding companies—to fill directorships. This is particularly true in connection with those positions where the Board of Governors and/or the distinct banks have the right of appointment—the Class C directorships on the district boards and the various branch director positions.

The following charts detail the appointments to the 25 branches of the district banks:

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12 As noted earlier, when a "significant" policy Issue Is raised In a merger or bank holding company application, the district bank cannot make a final decision, Such requests automatically go to the Board of Governors In Washington, Under a recent modification of Its regulations, the Board of Governors gave Its Secretary the power to act In such cases *contingent upon the district bank's approval*, Thus, the district bank still retains considerable power In this area, Other authority delegated to the Secretary, which requires *district bank* approval, Includes permission: for a bank to create a foreign branch; for a bank holding company to acquire a foreign company or a company which finances exports; for an Edge Act corporation to exceed size limits specified In regulations; and for a bank holding company to acquire voting shares of a foreign company, [Emphasis added.]

District TwoFEDERAL RESERVE BANK OF NEW YORKBuffalo BranchDirectors Appointed by Federal Reserve Bank

J. WALLACE ELY

Security New York State Corporation, Rochester, N.Y., Chairman, \$938 million/assets, Holding Company Rank: 90.

-Security Trust Company, President, \$431 million, Rank: 214.

-Sybron Corporation. Director

-Richardson Corporation, Dir.  
-Rochester Gas & Electric Corporation, Director.

-Rochester Telephone Corporation, Director.

-Neisner Brothers. Director.

-Page Airways, Director.

-Goulds Pumps, Director.

-Association of Bank Holding Companies, Member.

DANIEL G. RANSOM

The William Hengerer Co., Buffalo, New York, President, (This is a division of Associated Dry Goods.) \$1.3 billion/sales.

-Marine-Midland Bank-Western. Buffalo. New York. Director. \$1.5 billion; Rank: 56. This is part of Marine Midland Banks, \$11 billion/assets; Holding Company Rank: 8

CHARLES A. MARKS

Alden State Bank, Alden, New York, President, \$16.9 mill

-Kirch-Trumbull Corporation, Director.

-Neeland's Dairy, Director.

-Erie-Niagara Counties Bankers Association. various offices (1947-1950).

AVERY H. FONDA

Liberty National Bank and Trust Company, Buffalo, N.Y., President, \$505 million, Rank: 189.

-United Bank Corporation of New-York, - ViceICharman, Director, and member, Executive committee, (controls Liberty National-Bank listed above), \$1.47 billion, Holding Company Rank: 62.

-U.B.C. Leasing of New York, Inc., Director.

-MET Development Corporation, Director.

-New York State Bankers Association, Chairman, Group One, 1972-1973.

-North Carolina Bankers Association, President, Group Ten, (1958-59).

District TwoFEDERAL RESERVE BANK OF NEW YORKBuffalo BranchDirectors Appointed by Board of Governors

RUPERT WARREN,  
Ch.

-Trico Products Corp.,  
Buffalo, N.Y., former  
president, \$73 million/  
sales.

-Co-trustee of  
controlling  
stock interest in Trico,  
Inc.

-Sole Trustee, various  
Trico-related trusts.

-Julie R and Estelle L  
Foundation, Vice-  
President and Director.

-W.B.E.N., Inc., Dir.

PAUL A. MILLER

-Rochester Institute of  
Tech- nology, Roch.,  
N.Y., President.

-Rochester Gas & Electric  
Corp., director.

-Monroe.Savings Banks,  
Rochester, (former  
director).

DONALD R. NESBITT

-Silver Creek Farms,  
Albion, New  
York, Owner-Operator.  
600,000 acres.

District FourFEDERAL RESERVE BANK OF CLEVELANDCincinnati BranchDirectors Appointed by Federal Reserve Bank

JOSEPH F. RIPPE

JOE D. BLOUNT

ROBERT A. KERR

LAWRENCE C. HAWKINS

The Provident Bank,  
Cinn., Ohio,  
President, \$396  
million, Rank: 233.  
(This is a wholly-  
owned subsidiary of  
American Financial  
Corporation, a  
financial holding  
company).

-First Savings and  
Loan of Norwood, Ohio,  
Director.

-Western Paper Goods  
Company, Director.

--Member, Ohio Bank  
Board since 1969.

National Bank of  
Cynthiana,  
Kentucky,  
President,  
\$29.4 million,  
Rank: 3,436.

Winters National  
Corporation, Dayton,  
Ohio, President,  
\$837.5 million/assets,  
Holding Company Rank:  
95.

-Winters National Bank  
and  
Trust Company.  
Chairman and  
President. \$576  
million. Rank: 172.

-American Diversified  
Enterprises, Director.

-Elder-Beerman Stores.  
Inc.. Director.

-Irving Trust Company.  
New York. (former  
senior vice-  
president).

-Member. National  
Advisory Committee on  
Banking Policies and  
Practices to the  
Comptroller of the  
Currency.

University of  
Cincinnati  
Vice-President.

-Avondale Community  
Dev., Corp., Director

District FourFEDERAL RESERVE BANK OF CLEVELANDCincinnati BranchDirectors Appointed by Board of Governors

CLAIR F. VOUGH

LAWRENCE H. ROGERS II  
Chairman

MARTIN B. FRIEDMAN

Productivity Research  
Int'l., Inc.,  
Lexington, Ky.,  
Chairman, (Management  
Consulting Firm).

—  
/\_Mi. Vough was Vice-  
Pres., I.B.M. when he  
went on board.\_/.

Taft Broadcasting Co.,  
Cinn. Ohio, President, and  
Director, \$90 million/sales.

-Hanna-Barbera Productions.  
Director.

-Jack Rhodes Productions,  
Director,

-Hanna-Barbera Productions,  
Inc., Vice-chairman.

-Cardinal Fund, Director.

-Cinemobie Systems, Inc.,  
Vice-Chairman.

-Cincinnati Financial Corp.,  
Director.

-Inter-Ocean Insurance Co.,  
Director, (subs. of Cin.  
Fin'l Corp.)

-KnGwledge Colmnunications  
Fund Director. ,

-Cine Artists International,  
Director.

-Family Leisure  
Centers, Inc., Dir.

-Guarantee National  
Bank, Huntington, W.  
Va., (Former  
director, 1953 to  
1959) \$59.5 million;  
Rank:1556.

Formica  
Corporation.  
Cinn.. Ohio.  
President.  
(Subsidiary of  
American Cyanamid.  
. 1.8  
billion/sales.)

-Formica  
International,  
Ltd., London,  
Director.



District FourFEDERAL RESERVE BANK OF CLEVELANDPittsburgh BranchDirectors Appointed by Federal Reserve Bank

MALCOLM E.  
LAMBING, JR.

First Nat'l Bk. of  
Penna., Erie, Pres. &  
C.E.O., \$361 million  
Rank: 257.

-Pennsylvania Bankers  
Association. Chairman.  
Trust Investment Comm.

RICHARD D.  
EDWARDS

Union Nat'l Bk.,  
Pittsburgh, Pa.,  
Pres., \$820  
million, Rank: 123.

-Member, Third  
District Regional  
Advisory Committee,  
Comptroller of the  
Currency, (1974).

R. BURT GOOKIN

H.J. Heinz Co., Pitts.,  
Part Vice-Ch. &  
C.E.O., \$1.66  
billion/sales.

-H. J. Heinz Co. of  
Canada, Ltd.,  
Director. !

-Bank of America,  
N.Y., Director,  
(subsidiary of  
BankAmerica  
Corporation, \$60  
billion/assets.)

-Westinghouse  
Electric, Director.

WILLIAM E. MIDKIFF, III

First Steuben Bancorp.,  
Inc., Steubenville,  
Chairman, \$110  
million/assets.

-First National Bko &  
Trust Co., Chairman  
and Chief Executive OJ  
\$104 million, Rank:  
853.

-Ohio Bankers  
Association, Member,  
Public Affairs  
Committee, 1972-1976.

-American Bankers  
Association, Bank  
Investments Committee,  
1976, Member.

District FourFEDERAL RESERVE BANK OF CLEVELANDPittsburgh BranchDirectors Appointed by Board of Governors

G. JACKSON TANKERSLEY  
Chairman

Consolidated Natural Gas Co.,  
Pittsburgh, Pa., President,  
\$861 million/revenue.

-Consolidated Natural Gas  
Services Co., Pres. & Dir.

-Midland Ross Corporation,  
Director.

-Eigbee Company, Director,

-First Union Real Estate  
E, "luity & Mortgage  
Investments, Director.

-B.F. Goodrich, Director.

-Copperweld Corp., Dir.

-Cleveland Trust Company~  
(Director from Jan. 9, 1969 to  
March 1, 1974), \$3.1 billion,  
Rank: 25. Part of Clevetrust,  
\$4 billion/assets. Holding  
Company Rank: 18.

-Owensboro National Bank,  
(Director from 1958 to 1966).

ARNOLD R. WEBER

Carnegie-Mellon  
University, Pitts.,  
Provost; Graduate School of  
Industrial Administration,  
Dean.

-ALCOA, Director.

-Standard Shares Inc.,  
Dir.,

-Ticor Mortgage Insurance  
Co., Director,

WILLIAM H. KNOELL

Cyclops Corporation, Pitts.,  
Pa., President, \$652  
million/ sales.

-American Sterilizer Co.,  
Director.

-Mesaba-Cliffs Mining  
Company, (former director).

-Dickerson Enterprises,  
Inc., (former director).

-Carnegie-Mellon University,  
Trustee.

District FiveFEDERAL RESERVE BANK OF RICHMONDBaltimore BranchDirectors Appointed by Federal Reserve Bank

J. STEVENSON.

Union Trust Bancorp,  
Baltimore, Chairman,  
\$856.9 million/assets.

-Union Trust Company  
of Maryland, Chairman,  
\$700 million,  
Rank:142.

-Union Tidewater  
Financial Company,  
Chairman (Subs. Union  
Trust Bancorp.)

-Union Home Loan  
Corporation, Chairman,  
(Subs. Union Trust  
Bancorp.)

-Landmark Financial  
Services, Chairman.

-Maryland Bankers  
Association: Chairman.  
Budget Committee.  
(1970);  
Member, various  
committees.

LACY I. RICE, JR.

Old National Bank  
of Martinsburg.  
West Virginia.  
President.  
\$39 million. Rank:  
2,504.

-Suburban National  
Bank of  
Martinsburg,  
President \$2.5  
million.

-Rice Hannis, Rice,  
(law firm) partner.

-Mr. Rice is listed  
as "Counsel to" Old  
National Bank.

-firm is listed as  
"Counsel to"  
Suburban.

J. PIERRE BERNARD

Annapolis Banking and  
Trust Company,  
Annapolis, Maryland,  
Chairman of the Board,  
\$62 million, Rank:  
1,482.

-Mercantile Bankshares  
Corp., multi-bank  
holding company, Vice-  
Chairman, \$707  
million/assets.

-Annapolis  
Broadcasting  
Corporation, Director.

-Maryland Bankers  
Association, past  
President.

CATHERINE B. DOEHLER

Cheasapeake Financial  
Corporation,  
Baltimore,  
Senior Vice-President,  
\$1 million/net worth.

-Security Savings and  
Loan, Vice-President  
and Director.

-Mortgage Corporation  
of American, Vice-  
President and  
Treasurer.

District FiveFEDERAL RESERVE BANK OF RICHMONDBaltimore BranchDirectors Appointed by Board of Governors

I. E. KILLIAN

-Exxon Company, Eastern Region,  
Manager, Balto.

JAMES G. HARLOW  
-Chairman-

-West Virginia University,  
Morgantown, W. VA., Pres  
  
-Harlow Publishing Co., Ch.  
And Pres.

DAVID W. BARTON, JR.

-Barton-Gillet Company,  
President, Baltimore, MD.  
(public relations) \$1  
mill/assets.

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District FiveFEDERAL RESERVE BANK OF RICHMONDCharlotte BranchDirectors Appointed by Federal Reserve Bank

THOMAS L. BENSON

W. B. APPLE, JR.

JOHN T. FIELDER

WILLIAM W. BRUNER

Conway  
National Bank,  
Conway,  
So.Car.,  
Pres., \$34  
million, Rank:  
2,950.

-South  
Carolina  
Bankers  
Association,  
Chairman,  
Asset  
Management  
Committee.

First Nat'l Bk. of  
Reidsville, N.C.,  
Pres. & Trust  
Officer, \$32 million,  
Rank: 3,121.

-North Carolina  
Bankers Association:  
Executive Committee,  
Group Five (1966);  
Agriculture  
Committee, Member,  
1972;  
Rockingham County Key  
Banker, 1973;  
Organization and  
Structure Committee,  
member, 1974.

J. B. Ivey &  
Company,  
Charlotte,  
No. Car.,  
Pres &  
Dir., (dept.  
stores)  
\$85 million/  
sales.

First Bankshares  
Corporation of South  
Carolina, Columbia,  
President, \$552 million/  
assets.

-First National Bank of  
South Carolina, Columbia,  
President, \$480 million,  
Rank: 196.

-Palmetto State Life Ins.  
Co., Director.

-Columbia Coca-Cola  
Bottling Co., Director.

-American Bankers  
Association: Nominating  
Committee, 1957 and 1951;  
Advisory Committee on  
Federal Legislation, 1966-  
1970;  
Federal Legislative Co it  
tee, 1970;  
Urban Affairs Committee,  
1971-1972;  
Governing Council, 1972-74;  
Board of Directors, 1972-  
73.

-South Carolina  
Bankers  
Association:  
Group Officer,  
1953-54;  
Executive  
Couacil, 1960-  
1962, 1965-1972;  
Treasurer, 1960-  
1962;  
President, 1970-  
1971.  
-Comptroller of  
the Currency's  
Regional  
Advisory  
Committee, Sixth  
National Bank  
Region, 1967-  
1969, Chairman,  
1969.

District FiveFEDERAL RESERVE BANK OF RICHMONDCharlotte BranchDirectors Appointed by Board of Governors

CHARLES W. DEBELL  
Chairman

Western Electric Co., Inc.,  
North Carolina Works, Winston-  
Salem, General Manager.

-Wachovia Bank and Trust  
Company, N.A. (former member,  
Winston-Salem board, 1967-1970).

CHARLES F. BENBOW

R. J. Reynolds Industries,  
Inc., Winston-Salem, Sen.  
Vice-Pres.,  
and Director, \$3.2  
billion/sales.

-Reynolds Leasing Corp.,  
Ch.

-RJR Foods, Inc., Director.

-R. J. Reynolds Tobacco  
Co., Vice-Pres.

-American Independent Oil  
Co., Director.

-Hart Texas Income  
Securities, Dir.

-North Carolina National  
Bank, Winston-Salem, City  
Advisory Board, (former  
member, 1967- 1971).

ROBERT C. EDWARDS

-Clemson University,  
Clemson, South Carolina,  
President.

-Duke Power Company,  
Director.

-Dan River, Inc., Director,

-Bank of Abbeville, South  
Carolina, (former director,  
January 13, 1953 to August 5,  
1960).

-Bankers Trust of South  
Carolina, (former director,  
August 5, 1960 to December  
31, 1971). \$485.4 million,  
Rank: 195.

District SixFEDERAL RESERVE BANK OF ATLANTABirmingham BranchDirectors Appointed by Federal Reserve Bank

CLARENCE L. TURNIPSEED

W. B. APPLE, JR.

D. C. WADSWORTH, JR.

ROBERT W. WOODROW, JR.

First National Bank,  
Brewton, Alabama,  
President, \$35 million  
Rank: 2,885.

-Alabama Bankers  
Association, Group  
Chairman.

Union Bank & Trust  
Co., Montgomeriv,  
Alabama, Exec. Vice-  
Pres. \$187 million,  
Rank: 425.

American National Bank  
Jof Gadsden, Ala., Pres.  
\$49.5 million, Rank:  
1,952

First Nat'l Bk. of  
Birmingham, Ala., Ch. &  
C.E.O., \$949 million,  
Rank: 101.

-Alabama Bancorp.,  
Director, \$1.75 billion

-Royal-Crown Cola Go,  
Director.

-Hardie-Tynes Mfg. Co.,  
Director.

-Goodall-Brown Dry  
Goods, Director.

-Alabama Banke  
Association, Executive  
Vice-President, 1974-5.

District SixFEDERAL RESERVE BANK OF ATLANTABirmingham BranchDirectors Appointed by Board of Governors**WILLIAM H. MARTIN III**

Martin Industries,  
Sheffield Ala., Exec. Vice  
President, \$ 25 million /  
sales.

-Cincinnati, New Orleans &  
Texas Pacific R.R.,  
Director.

-Associated Industries of  
Alabama, Director.

-Martin Supply Company,  
Director.

-Indian Springs  
Corporation, Director.

-Central Bank of Alabama,  
N.A. (Director, 1969-1975)  
\$386 -million, Rank: 242.  
This is subsidiary of  
Central Bancshares of the  
South, Inc., \$1,069  
billion/assets. Holding  
Company Rank: 85.

-Shoals National Bank,  
(former director, March  
1975 to Dec. 8, 1975) \$13.1  
million.

**HAROLD B. BLACH,  
JR.**

J. Blach & Sons, Inc., Birmingham,  
Alabama, President, \$6 million/  
assets.

-First Federal Savings & Loan,  
Director.

-Mid-South Co., Director.

-First National Bank of  
Birmingham, .(former member,  
Advisory Board of Southern Area,  
resigned 12/31/74). \$949 million,  
Rank: 101.

This is subsidiary of Alabama  
Bancorporation, \$175  
billion/assets, Holding Company  
Rank: 44.

**FRANK P. SAMFORD, JR**

Liberty National Life Ins.  
Co., Birmingham, Alabama,  
Chairman of the Board,  
\$1.08 billion/assets.

-Golden Flake, Inc.,  
Director.

-South Central Bell,  
Director.

-Alabama Great Southern  
R.R.. Director.

-The Southern Company,  
Director,

-Saunders Leasing Company,  
Director

-Birmingham Trust National  
Bank, (Director, 1962-  
1972), \$622 million Rank:  
156. This is a subsidiary  
of Southern Bancorporation,  
\$1.226 billion/ assets.  
Holding Company Rank: 77.



District SixFEDERAL RESERVE BANK OF ATLANTAJacksonville (Fla) BranchDirectors Appointed by Federal Reserve Bank

MAC DONNEL TYRE

RICHARD A. COOPER

CHAUNCY W. LEVER

JOHN T. CANNON, III

Sun First National Bank of Orlando, Fla., Chairman, \$309 million, Rank: 314.

-Sun Bank of East Orlando, N.A., Chairman and Director, \$32.5 million, Rank: 3,076.

-Sun Bank of St. Cloud, Director, \$18.9 million.

-Sun Banks of Florida, Vice- President & Director, \$1.702 billion/assets, Holding Company Rank: 47

-Gulf Life Holding Company, Director.

-Florida Bankers Association, Chairman, Banking Division, 1974; Chairman, 1975 Convention.

-American Bankers Association: Research and Planning Executive Council, Member, 1972-1974.

Ellis First National Bank of New Port Richey, Fla., Chairman, \$75 million, Rank: 1,208.

-Ellis Security Bank, New Port Richey, Chairman, \$46 million, Rank: 2,134.

-Ellis First National Bank of Hudson, Chairman, \$3.3 million.

-Ellis Banking Corporation, Director, \$717 million/assets.

-Ellis First National Bank of Dade City, Director. \$22 million.

-Florida Bankers Association, Chairman, Group One., 1960.

Florida National Banks of Florida.-Jacksonville.-  
Florida.Chairman, \$1.547 billion, Holding Company Rank 54.

-Florida First National Bank. President. Director and Chief Executive Officer.\$327 million. Rank: 294. (subs. of FNB above)

-Florida Bank at Lauderdale. Director \$18 million.

-Florida National Bank at Lake Shore. Director.

-Citizens Bank of Bunnell. Director.\$9 million/deposits.

-Wesley Manor. Inc.. Director.

-Florida Bankers Association:  
Paperless Entries  
Payments  
CoDDnittee. Member;  
Economic CoDDnittee.  
former Chairman.

Barnett Bank of Cocoa, N.A., Cocoa, Florida, President, \$51 million, Rank: 1,865.

This is subsidiary of Barnett Banks of Florida, \$2.21 billion, Holding Company Rank: 32.

-Florida Bankers Education Foundation (Trustee 1969 to present; Chairman, 1973).

-Florida Bankers Association:

Mortgage Credit Committee,1967-1970, past chairman and past member; Credit Division, Chairman, 1971.

District SixFEDERAL RESERVE BANK OF ATLANTAJacksonville BranchDirectors Appointed by Board of Governors

**ROBERT R. BEALL**  
Chairman

Beall's Department Stores  
Bradenton, Florida, President,  
(12-store chain).

-Westside National Bank,  
(former director, Resigned  
January 1, 1974.) \$27.5  
million.

**GERT H. W. SCHMIDT**

TeLeVision 12 of Jacksonville,  
Florida, President, \$3 million/  
sales.

-Florida Tractor Corporation,  
Chairman.

-Southeast Tractor Corp. Chairmar

-Arlington Plaza, Inc., President.

-Lease Investors, Vice-President.

-Peninsular Life Ins., Co., Director,

-McMillen Corporation, Director.

-Normandy Atlantic Bank,  
(former director, AprU 1969  
to December, 1971) \$14 million.

-Bank of Orange Park,  
(former director, 1.962-1971) \$19.5  
million, This is subsidiary of  
Southeast-- Banking corporation, This  
is subsidiary of Southeast Banking  
Corporation.  
\$3.2 billion/assets. Holding-Company-  
Rank: 21.

**JAMES E. LYONS**

Lyons Industrial Corporation,  
Winter Haven, Fla., President,  
\$5 million/assets..

-Lyons Truck Rental System,  
Chairman and President.

-Lyons Leaseway Corporation,  
President, Chairman and  
Director.

-American State Bank at  
Orlando, Director and  
Stockholder.

District Six

FEDERAL RESERVE BANK OF ATLANTA

Miami Branch

Directors Appointed by Federal Reserve Bank

## MICHAEL J. FRANCO

City National Bank Corporation, President and Director, \$525 million/assets.

-City National Bank of Miami, Chairman and Director, \$268 million, Rank: 348. This is part of holding company.

-City National Bank of Miami Beach, Director, \$99.8 million. Rank: 900. This is part of holding company.

-City National Bank of Coral Gables, Director, \$42.9 million. Rank: 2282. This is part of holding company.

-City National Bank of Hallandale, Director, \$50.7 million, Rank: 1898 This is part of holding company.

Dade County Bankers Association, President, 1952.

## HARRY HOOD BASSET

-Florida Bankers Association: Vice-Chairman, Group IV, 1954-5; Chairman, Group V, 1956; Executive Council, Member 1957.

-Comptroller of the Currency, Regional Advisory Committee, Sixth National Bank Region, 1972.

## THOMAS F. FLEMING, Jr.

Southeast Banking Corporation, Miami, Florida, Chairman, \$3.2 billion/assets, Holding Company Rank: 21.

-Southeast First National Bank of Miami, Chairman, \$1.35 billion, Rank: 65. This is part of holding company.

-Maule Industries, Inc., Director.

-Wometco Enterprises, Inc., Director.

-Eastern Airlines, Inc., Director.

-American Bankers Association, Payments System Policy Committee.

-Association of Registered Bank Holding Companies, Vice-President, Director, and Member of Executive Committee.

-Member, Federal Advisory Council to the Federal Reserve System, December, 1970 to December, 1971, and December, 1972 to December, 1973.

## JEAN MCARTHUR DAVIS

First Bancshares of Florida, Inc., Boca Raton, Chairman, \$550 million/assets.

-First Bank and Trust Company of Boca Raton, Chairman, \$130 million, Rank: 681. This is anchor bank of holding company.

-University National Bank, Chairman, \$33 million, Rank: 3016, This is part of holding company.

Southeast Banking Corporation, Mr. Fleming founded and was president, 1967-1969.

-First National Bank of Miami, (former director, 1966 to 1969) part of holding company.

-Mr. Fleming died, early 1976.

McArthur Dairy Inc., Miami, President, \$12 million/assets

-T. G. Lee Foods, Inc. Secretary.

-McArthur Farm Inc., Director

-Southeast First National Bank Miami, Director \$1.35 billion. Rank: 65. This is part of Southeast Banking Corporation, \$3.2 billion/assets Holding Company Rank: 21.

District SixFEDERAL RESERVE BANK OF ATLANTAMiami BranchDirectors Appointed by Board of Governors

CASTLE W. JORDAN Chairman	DAVID G. ROBINSON	ALVARO LUIS CARTA
<p>-Aegis Corporation, Coral Gables, Florida, President, \$55-million/sales.</p> <p>-Duquesne Natural Gas Company, Director.</p>	<p>Edison Community College, Fort Myers, Florida, Pres.</p>	<p>Gulf &amp; Western Americas Corporation, Vero Beach, Florida, President and Director, \$161 million/assets.</p> <p>-Hotels de la Costa, Inc., President and Director.</p> <p>-Costa Sur Dominicana, S. A., President and Director.</p> <p>-South Puerto Rico Sugar Corporation. Director.</p> <p>-Stofin, Inc., Director.</p> <p>-International Raw Materials, Ltd., Director and Vice-President.</p> <p>-Gulf &amp; Western Industries, Inc., Vice-President.</p> <p>-Abaco Farms. Ltd.. President and Director.</p> <p>-G. &amp; W. Food Products Company, President and Chief Executive Officer</p> <p>-Farmers Produce Director.</p> <p>-Okeelanta Farms, Inc., President and Director.</p> <p>-Indian River Citizens Bank, (former director, 1973-1974) \$51.7 million, Rank: 1850.</p>

District SixFEDERAL RESERVE BANK OF ATLANTANashville BranchDirectors Appointed by Federal Reserve Bank

T. SCOTT FILLEBROWN, JR.

FRED R. LAWSON

W. M. JOHNSON.

JOHN W. ANDERSEN

First AmTenn Corporation,  
Nashville, Tennessee,  
President, \$1.482  
billion/ assets, Holding  
Company Rank: 61.

-First American National  
Bank, Vice-Chairman,  
\$1.0 billion, Rank: 83.  
This is part of holding  
company.

-Whitson Timber Company,  
Director.

-Tennessee Wholesale  
Drug, Director.

-Betty Machine Company,  
Director.

-Tennessee Bankers  
Association, Federal  
Legislative Committee.  
Member. .

-American Bankers  
Association:

Executive Council,  
Member;  
Bank Investments  
Division, Chairman;

Tennessee National Bancshares,  
Maryville, President, \$72  
million/ assets.

-Blount National Bank of  
Maryville, President, \$69.7  
million, Rank : 1311. This is  
part of holding company.

-Merchants and Farmers Bank,  
Director, \$6.9 million. This  
is part of holding company.

-Tipton Investment, Inc.,  
Director.

-Cumberland Mineral Company,  
Director.

-Chilhowee, Inc., Director.

-Tennessee Banke~sociation,  
Chairman, Federal Legislat~  
Committee.

-American Bankers Association,  
Government Relations  
Committee, Member.

-Association of Registered  
Bank Holding Companies,  
Secretary.

--Tennessee Banking Board,  
Vice-Chairman

First National Bank,  
Sparta, President,  
\$29.9 million, Rank:  
3371

-Sparta First  
Federal  
Savings and Loan,  
Director.

-Burley  
Stabilization Board,  
Member.

-Tennessee Bankers  
Association,  
Director for Middle  
Tennessee, 1972.

-American Bankers  
Association,  
Tennessee Vice-  
President, 1969-  
1970.

First National Bank  
of  
Sullivan County,  
Kingsport,  
Tennessee,  
President and Chief  
Executive Officer,  
\$151 million, Rank:  
580.

-United Inter-  
Mountain  
Telephone Company,  
Director.

-H. A. T. Company  
(Real Estate  
Holding Company)  
Director.

-Tennessee Bankers  
Association:

State  
Legislation  
Committee,  
Member;  
Correspondent  
Bank Committee,  
Member.

District SixFEDERAL RESERVE BANK OF ATLANTANashville BranchDirectors Appointed by Board of Governors

JAMES W. LONG  
Chairman

Robertson Co. Farm Bureau,  
Springfield, Tenn., Pres.,

-Tennessee Farmers Mutual  
Insurance Company, Director,

-Tennessee Farm Bureau  
Federation, Director.

JAMES R. LAWSON

Fisk University, Nashville,  
Tennessee, former president.

-Communiversiy Development  
Corporation, Director,

-Nashville Cable  
Communications, Inc. Director

JOHN C. BOLINGER

Tennessee Natural Gas Lines,  
President and Director, \$28.6  
million/sales.

-Nashville Gas Company, Pres. and  
Director.

-Colonial Natural Gas Company,  
President, Director and Co-Founder.

-Aladdin Industries, Inc., Director.

-Aladdin Industriest Ltd.t Deputy  
Ch. & Director.

-Inland Container Corporation,  
Director.

-Stearns Coal & Lumber Company,  
Director.

-Special Instruments Laboratories,  
Inc., Director.

-Home Federal Savings & Loan,  
Director.

-Management Consultant, Nashville.  
Tennessee

District Six  
FEDERAL RESERVE BANK OF ATLANTA  
New Orleans Branch  
Directors Appointed by Federal Reserve Bank

MARTIN C. MILLER.

CHARLES W. MC COY

R. B. LAMPTON

WILMORE W.  
WHITMORE

Hibernia Corporation, New Orleans, Louisiana, Chairman and Chief Executive Officer, \$697 million/assets.

-The Hibernia National Bank, Chairman, President and Chief Executive Officer, \$\$579 million, Rank: 171. This is part of holding company.

-Association of Registered Bank Holding Companies, Member.

Louisiana National Bank, Baton Rouge, Louisiana, Chairman and President, \$391 million, Rank: 236.

-Jefferson Pilot Corporation, Director.

-Jefferson-Standard Life Insurance Company, Director.

-Gulf South Research Corporation, Director.

-Louisiana Bankers Association, Chairman, Legislative Comm. 1968-1969 and 1973.

-American Bankers Association:

Marketing/Savings Division, Vice-President, 1968-69 and President, 1969-1970; Banking Policies and Practices Committee, Member; Urban and Community Affairs Committee, Executive Committee, Member;

American Bankers Association (Continued):

Marketing Division, Executive Committee Member; Administrative Committee, member of Executive Committee, 1965-1968; Bank Management, Organization, and Public Relations Committees, former member.

First National Bank of Jackson, Mississippi, President, \$619 million, Rank: 158.

First Capital Corporation, Treas. & Dir., \$714 million/assets. This is holding company for bank

-Entex, Inc., Director.

-Mississippi Bankers Association, President, 1974-1975.

-American Bankers Association, State Coordinator for Savings Bond Committee since 1972.

First National Bank of Houma, Louisiana, Pres. and Chief Executive Officer, \$103 million, Rank: 867.

-Allied Enterprises, Inc., , Director, Secretary-Treasurer.

-Louisiana Bankers Association: Federal Affairs Committee, Member, 1975-1976; Legislative Committee, 1974-76; Contact Banker for a Member of Congress. 1975-1976.

-Louisiana Bankers Political Education Council, South Central District Director, 1975-1976.

-Louisiana Independent Association of Banks, Director 1974-1976, and President, 1973-1974.

-Comptroller of the Currency Regional Advisory Committee for the 8th Region, Member, 1974-76.



District SixFEDERAL RESERVE BANK OF ATLANTANew Orleans Branch  
Directors Appointed by Board of Governors

HETTIE D. EAVES

Avondale Shipyards, Inc., New Orleans. Louisiana. Exec. Vice-Pres., (administration), \$235-250 million/sales range. This is subs. of the Ogden Corp.

-South Central Bell Telephone Company, Birmingham, Alabama, Director.

GEORGE C. CORTRIGHT

George C. Cortright Co., Rolling Fork, Mississippi, Partner \$777,000/assets.

-First National Bank of Vicksburg, (former director, 1971 to February 10, 1976) \$59 million, Rank: 1561.

EDDWIN J. CAPLAN  
Chairman

Caplan's Men's Shop, Inc., Alexandria, Louisiana, Pres., \$3 million/sales.

District SevenFEDERAL RESERVE BANK OF CHICAGODetroit BranchDirectors Appointed by Federal Reserve Bank

ROBERT M. SURDAM

HAROLD A ELGAS

JOSEPH B. FOSTER

CHARLES R. MONTGOMERY

National Detroit Corporation, Detroit, Chairman, \$7.3 billion/assets, Holding Company Rank: 11.

-National Bank of Detroit, Chairman, \$5.9 billion, Rank: 17. This is subsidiary of NDC.

-International Bank of Detroit, Director, (Subsidiary of Nat'l Bank of Detroit).

-Western American Bank (Europe) Ltd, Director, (Affiliate of Nat'l Bank of Detroit).

-Bundy Corporation, Director.

-Burroughs Corporation. Director.

-Parke, Davis & Company. Director. (subs. of Warner-Lambert).

-American Bankers Association, Government Borrowing Committee, Chairman.

-Gaylord State Bank, Gaylord, Michigan, President, \$39 million, Rank: 2511.

-Michigan Bankers Association: President, 1970-71; Executive Committee Member; Legislative Committee Member.

Mid-America Fidelity, Ann Arbor, Chairman, (In 1975, merged with American Bankcorp, Inc., Director, \$270 million/assets.

-Ann Arbor Bank, President, \$205 million, Rank: 447. This is subsidiary of Mid-America Fidelity.

-Michigan Bankers Association: President, 1966-1967; Executive Council Member, 1965 to present; Legislative Committee Member, 1959 to present.

-American Bankers Association: Executive Council Member, 1969-1971; Government Relations Council Member, 1971 to present.

--Conference of State Bank Supervisors, State Representative 1971 to present.

Michigan Consolidated Gas Company, President and Director, \$397 million/ sales.

-American Natural Gas Company, Director (Parent of Michigan Consolidated).

-Michigan Consolidated Homes Limited Dividend Housing Corporation, Director.

District SevenFEDERAL RESERVE BANK OF CHICAGODetroit BranchDirectors Appointed by Board of Governors

HETTIE D. EAVES

Southern Michigan Cold  
Storage Co., Benton Harbor,  
Michigan, Pres. and C.E.O.,

GEORGE C. CORTRIGHT

Chrysler Corporation,  
Detroit, Michigan, Exec. Vice  
Pres. and General Counsel., \$11  
billion/ sales.

-American Natural Gas Co.,  
Director,

-Michigan Consolidated Gas  
Co., Director, (Subsidiary of  
American Natural Gas Co.)

EDDWIN J. CAPLAN  
Chairman

Dow Chemical Company,  
Midland, Michigan, Secretary  
and Director, \$4 billion/sales.  
-Gruppo Lepetit SpA, Milan, Italy,  
Director.

-The Kartridg Pak Company, Director.

-Package Machinery Company,  
Director.

-First National Bank and Trust  
Company, Midland, Michigan (former  
Director, 1952-1976) \$54 million,  
Rank: 1749.

-First National Investment  
Company (former director, 1969-76)

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District EightFEDERAL RESERVE BANK OF ST. LOUISLittle Rock BranchDirectors Appointed by Federal Reserve Bank

HERBERT H. MCADAMS, II

THOMAS E. HAYS, JR.

THOMAS G. VINSON

FIELD WASSON

Union Nat'l Bk of Little Rock~ Ark., Ch. and C.E.O., \$18~.5 million, Rank: 485.

-Citizens Bank of Jonesboro~ President and Chairman, \$74 million, Rank: 1225.

-Home Federal Savings and Loan Association, Chairman.

-Arkansas Bankers Assn.: Chairman, Bank Mgt . Seminar, 1973-74; Federal Government Relations Committee, Ex-Officio Member.

First Nat'l Bk. of Hope, Ark., President & C.E.O., \$25 million, Rank: 4108.

-Arkansas Bankers Assn: President; Treasurer, 1965; Public Relations Comm., Ch., 1972; Group Four, Ch. 1966; Executive Council Member. 1968.

The Citizens Bank, Batesville, Ark., Exec. Vice-Pres., \$25.8 million, Rank: 3987.

-Bank of Evening Shade, Director, \$2.2 million.

-Arkansas Bankers Assn: Chairman, Group II, 1960; Executive Council 1963-1966; Government Relations Committee, 1972.

The First National Bank, Siloam Springs, Arkansas, President, \$21.9 million.

-Marion Wasson Ins. Agency, Secretary. I

-Northwest Arkansas Bankers Association, Chairman, 1972.

-Arkansas Bankers Association1  
Chairman, Group Three, 1971.

District Eight

FEDERAL RESERVE BANK OF ST. LOUIS

Little Rock Branch

Directors Appointed by Board of Governors

ROLAND R. REMMEL

Southland Building Products  
Co., Little Rock, Ark., Ch

-Fixed Assets Leasing Company,  
President.

RONALD W. BAILEY

Producers Rice Mill, Inc.  
Stuttgart, Ark., Exec. V-P, and  
G.M., \$27.5 million/ assets.

-Stuttgart Etcetera, Inc.,  
Vice-President and Co-Owner.

GEORGE L. KELLEY

Pickens-Bond Construction Co.,  
Little Rock, Ark., Pres. \$40  
million/ sales.

-Kelley Nelson Construction Company,  
President.

-Winrock Enterprises, Director.

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District EightFEDERAL RESERVE BANK OF ST. LOUISLouisville (KY) BranchDirectors Appointed by Federal Reserve Bank

HAROLD E. JACKSON

J. DAVID GRISSOM.

TOM G. VOSS

FRED B. ONEY

Scott County St.Bk.,  
Scottsburg, Ind., Pres.,  
\$22.7 million.

-Southern Indiana Bankers  
Association:  
Secretary, 1963; Vice-  
Pres, 1964; President, 1965.

-Indiana Bankers Assn:  
(Region Seven)  
Secretary, 1969; Vice-  
Pres, 1970; President,  
1971.  
Legislative Committee  
Member, 1969-1970.

Citizens Fidelity Carp.,  
Louisville, Ky., Pres.  
\$1.1.15 billion/assets.

-Citizens Fidelity Bank  
and Trust Company, Pres.  
and C.O.O., \$868  
million, Rank: 109.  
(Subs. of holding  
company).

-Humana, Inc., Director.

-American Bankers  
Association, Kentucky,  
Marketing Division  
Member. 1974.

The Seymour Nat'l Bk.,  
Seymour, Ind., Pres., \$23  
million.

-Indiana Bankers Assn:  
Bank Operations Comm. 1971-72;  
Legislative Committee, 1972-  
73.

-American Bankers Association,  
Member.

1st Nat'l Bk. of  
Carrollton, Ky.,  
Pres., and Dir. \$9.5  
million.

-Kentucky Bankers  
Assn:  
Pres., Group V,  
1957; Chairman,  
Agriculture Credit  
Committee, 1964-  
66; Board of  
Directors, Mem.  
1965-1967,  
Chairman, 1967-68;  
President, 1973-  
74.

District Eight

FEDERAL RESERVE BANK OF ST. LOUIS

Louisville (KY) Branch

Directors Appointed by Board of Governors

WILLIAM H. STROUBE  
Chairman

Western Kentucky University,  
College of Science and  
Technology, Bowling Green, Ky.,  
Assoc. Dean.

JAMES C. HENDERSHOT

-Reliance Universal, Inc.,  
Louisville, Ky., President,  
Chief Operating Officer and  
Director, \$110 million/sales.

-Reliance Universal, Inc.,  
(Roanoke, Va.), director.

-National Paint and Coatings  
Association. Director.

JAMES H. DAVIS

Porter Paint Company, Louis- ville,  
Ky., Ch. and C.E.O., \$ 37  
million/sales.

-Glenmore Distilleries Company,  
Director.

-National Paint and Coatings  
Association, Director.

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District EightFEDERAL RESERVE BANK OF ST. LOUISMemphis BranchDirectors Appointed by Federal Reserve BankWILLIAM M. CAMPBELL

-1st Nat'l Bk. of Eastern Ark., Forrest City, Ark., Ch & CEO, \$36.9 million, Rank; 2702.

-Forrest City Broadcasting, Director.

-Clearview Corp., Director,

-Arkansas Bankers Association, Pres. 1968.

-American Bankers Assn:  
-V-P for Ark;  
Small Business Credit  
Comm. 1965-68;  
Executive Comm.  
Marketing/Savings  
Div, 1969-1971.

CHARLES S. YOUNGLOOD

Ist Columbus Nat'l Bk., Columbus, Miss., Pres. & C.R.O., \$55. million, Rank: 1725.

-Mississippi Bankers Association, Member, Bank Management Committee.

WILLIAM W. MITCHELL

-1st Nat'l Bk. of Memphis, Tenn., Ch. & C.E.O., \$972.5 million, Rank: 96. This is part of holding company.

First Tennessee Nat'l Corporation, Director, \$1.68 billion/assets, Holding Company Rank: 48.

-First Memphis Realty Trust, Director. This is part of holding co.

-Tennessee Bankers Association: -Pres .1974.

STALLINGS LIPFORD

First-Citizens Nat'l Bk., Dyersburg, Tenn., Pres., \$31 million, Rank: 3197.

-Rolling Acres, Partner.

-Tennessee Bankers Assn:

Executive Council  
Member, 1961-62;  
Federal  
Legislative Comm.  
Member, 1966-67  
and 1974-1975;

-Independent Bankers of Tennessee, Director, 1973-4.



District EightFEDERAL RESERVE BANK OF ST. LOUISMemphis BranchDirectors Appointed by Board of Governors

ROBERT E. HEALY  
Chairman

Price-Waterhouse & Co.,  
Memphis, Tenn., Partner-In-  
Charge of the Mid-South Area,

(Firm audits Cook Industries  
and E. L. Bruce Company.)

FRANK A. JONES, JR.

Cook Industries, Inc.,  
Memphis, Tenn., President,  
\$525 million/sales.

-E. L. Bruce Company,  
Director, (subsidiary of Cook  
Industries).

-Riverside Chemical Company,  
Director, (subsidiary of  
Cook).

-Cook Investment Properties,  
Inc., Director.

-Terminix International, Inc.,  
Vice-Pres.

JEANNE M. HOLLEY

University of Mississippi,  
University, Mississippi, Associate  
Professor of Business Education.

-Oxford Medical Building, Inc.,  
Director and Secretary-Treasurer.

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District NineFEDERAL RESERVE BANK OF MINNEAPOLISHelena (Mont.) BranchDirectors Appointed by Federal Reserve Bank

JOHN REICHEL

GEORGE H. SELOVER

DONALD OLSSON

First National Bank, Great Falls, Montana, Pres. and Trust Officer, \$113.6 million, Rank: 774. This is affiliate of First Bank System, Inc., \$7.17 billion/assets, Holding Company Rank: 12.

-First National Bank in Bozeman, Montana, (former president). \$55 million, Rank: 1728. Affiliate of First Bank System, Inc.

-Montana Bankers Association, Agriculture Credit Conference, Chairman, 1962.

Selover Buick-Jeep, Inc., Billings, Montana, Pres. and G. M.

-First National Bank and Trust Company, Director, (Billings), \$100.8 million, Rank: 890. (Part of Northwest Bancorporation, \$7.3 billion/assets. Holding Company Rank: 10.)

Ronan State Bank Ronant Montanat President, \$13.7 millioh. Owned by Olsson's Inc.

-Montana Bankers Association:  
-- President, Group  
111, 1970;  
Executive Committee 1971-2;  
Legislative Committee, 1974.

-Montana Independent Bankers Association.

District Nine

FEDERAL RESERVE BANK OF MINNEAPOLIS

Helena (Mont.) Branch

Directors Appointed by Board of Governors

JAMES C. GARLINGTON  
Chairman

Garlington, Lohn & Robinson, Missoula,  
Montana, Senior . Partner, (law firm).

-Western Montana National Bank, (former  
director, 1974), \$78.9 million, Rank: 1141.  
This is affiliate of First Bank System, Inc.,  
\$7.17 billion/assets, Holding Company Rank:  
12.

REGINALD M. DAVIES

S Bar B Ranch, Chinook, Montana, Sec-  
Treas.

-General Agriculture  
Corporation, Director.

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District TenFEDERAL RESERVE BANK OF KANSAS CITYDenver BranchDirectors Appointed by Federal Reserve Bank

DALE R. HINMAN

WILLIAM H. VERNON

FELIX BUCHENROTH,  
IR

The Greeley National Bank,  
Greeley, Colorado, Chairman,  
& Dir., \$84.5 million, Rank: 10679  
(part of Affiliated).

-Affiliated Bancshares of  
Colorado, Dir. And Vice Pres.,  
\$839.8 million, Holding Company  
Rank: 94.

-Cache National Bank of Greeley,  
Dir & Vice-Pres., \$15.3 million,  
Part of Affiliated.

-Farmers National Bank of Ault,  
Chairman, \$ \$13.7 mill. (Part of  
Affiliated).

-West Greeley National Bank of  
Greeley, Director,  
\$9.062 million, (Part of  
Affiliated).  
).

-Wyoming Gas Company, Director.

-Colorado Bankers  
Association,  
President.

-Wyoming Bankers  
Association. Past  
President.

-American Bankers  
Association, Past  
Vice-President for  
state of Wyoming.

Santa Fe National Bank,  
Santa Fe, N.Mex., Ch. and  
C.E.O., \$49 million,  
Rank: 1971.

-K-B Industries,  
Director. (Dallas)

-New Mexico Bankers  
Association:  
Executive Council  
Member, 1957-58;  
Taxation Committee  
Chairman, 1973;  
Various Committees  
1955 to present.

-American Bankers  
Association State Vice  
President for New Mexico.  
1971 thru 1973.

-Comptroller of the  
Currency. Member.  
National Advisory  
Committee on Banking  
Policy and Practices.  
1974-76; Past Chairman.  
Regional Advisory  
Committee. 12th National  
Bank Region.

The Jackson State  
Bank, (Wyoming)  
President, \$37  
million, Rank: 2646.

-Grand Teton Lodge  
Company, Director.

-Member, Wyoming  
Bankers Association.  
American Bankers  
Association; and  
Independent Bankers  
Association.

District TenFEDERAL RESERVE BANK OF KANSAS CITYDenver BranchDirectors Appointed by Board of Governors

EDWARD R. LUCERO

Colorado Economic Development Association,  
Denver, Colorado, President and Chairman.  
\$500,000/assets.

MAURICE B. MITCHELL  
Chairman

University of Denver, Colorado,  
Chancellor,  
  
-TelePrompter Corporation, Director,  
  
-Samsonite Corp., Director. (Subsidiary  
of Beatrice Foods).  
  
-Outdoor Sports Industries, Director,  
  
-Gale Industries, Director,  
  
-First of Denver Mortgage Trust,  
Trustee. REIT- \$137 million/assets.  
  
-Empire Savings and Loan, (former  
director. resigned. 1971)

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District TenFEDERAL RESERVE BANK OF KANSAS CITYOklahoma City BranchDirectors Appointed by Federal Reserve Bank

HUCH C. JONES

V. M. THOMPSON, JR.

J. A. MAURER.

The Bank of Woodward, Oklahoma,  
Exec. Vice-Pres., \$ 32.9 million,  
Rank: 3051.

-Oklahoma Bankers Association,  
Member Bank Structure  
Committee.

-American Bankers Association,  
Member, Governing Council.

Utica Nat'l Bk. & Trust  
Co., Tulsa, Okla., Pres., \$131  
million, Rank: 671. (This is  
part of Helmerich & Payne, Inc.  
a diversified holding company  
with sales of \$58.17 million)-

-Oklahoma Bankers Association:  
Executive Council Member,  
1954-55 and 1961-62;  
Government Relations and  
Research Committee,  
Secretary, 1973-74.

Security National Bank &  
Trust Co., Duncan, Okla.,  
Chairman, \$6.5  
million, Rank: 1218.  
(Owned by Security  
Corporation, a one-bank  
holding company).

-Investors Trust Company,  
Sec.-Treas. and Director

-Mack Oil Company,  
President and Director

-Jath Oil Company,  
President and Director.

-Oklahoma Venture  
Corporation, Director.

-Maurer Oil Company,  
President & Director.

District Ten

FEDERAL RESERVE BANK OF KANSAS CITY

Oklahoma City Branch

Directors Appointed by Board of Governors

HARLEY CUSTER

Oklahoma Livestock Marketing Association,  
Secretary and General Manager.

-Oklahoma Cattlemen's Association! Director.

-National Livestock Credit  
Corporation, Director.

-National Livestock Feeder Service Corp..  
Director.

-National Livestock Commission Co., Director.

JAMES G. HARLOW, JR.  
Chairman

-Oklahoma Gas & Electric, Oklahoma  
City, Okla., President, \$227  
million/sales.

-Massachusetts Mutual Life Insurance  
Director.

-Village Bank, former director, \$19.3  
million.

-Fidelity Bank, N.A., former director,  
\$277 million, Rank: 340. (This is part  
of holding company).

-Fidelity Corporation, (former  
director), \$315 million/assets.

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District TenFEDERAL RESERVE BANK OF KANSAS CITYOmaha (Nebraska) BranchDirectors Appointed by Federal Reserve Bank

F. PHILLIPS GILTNER

GLENN YAUSSI

ROY G. DINSDALE

-First National Bank of  
Omaha, Nebraska, President, \$280  
million, Rank:337.  
Part of one-bank holding company.

-First National of Nebraska, Inc., Vice-  
President, Sec. and Treasurer, \$366  
million/assets.

-Pamida, Inc., Director.

-Nebraska Bankers Association, Executive  
Committee Member, 1973-75.

-American Bankers Association, Executive  
Comm. of the Correspondent Bank  
Div, Member, 1972-1974.

.

-Comptroller of the Currency, Regional  
Advisory Committee, 10th Nat'l Bk  
Region, 1971-1974.

The NBC Co., (holds Nat'l Bk. of  
Commerce Trust & Savings, Lincoln,  
Nebraska, Ch., \$242 million, Rank:  
383.

-Kearney First National Company,  
Chairman, (holds 1st Nat'l Bk.  
in Kearney) \$49 mill., Rank: 1942.

-Grand Island Overland Co.tCh.  
(holds Overland Nationall Bk.of  
Grand Island) \$44 mill., Rank: 2220.

Fremont Island Overland Co.,  
Chairman (Holds First Nat'l Bk. of  
Fremont) \$40 million, Rank: 2452.

-North Platte State Comopany,  
Chairman (holds North Platte State  
Bank) \$17 million/assets.

-Fremont First State Co., Chairman,  
(holds First St. Bank of Fremont)  
\$13 million/assets.

-Lincoln Bank South, Chairman, \$9.9  
million.

Farmers National Bank of  
Central City, Nebraska,  
Chairman,\$ 9.4 million.

-biography lists Mr. Dinsdale  
as "director of 10 banks and  
several livestock and farming  
and other corporations." -- not  
listed.

-Nebraska Bankers Association,  
Member, Bank Study Committe.



District TenFEDERAL RESERVE BANK OF KANSAS CITYOmaha (Nebraska) BranchDirectors Appointed by Board of Governors

EDWARD F. OWEN

Paxton & Vierling Steel Company, Omaha,  
Nebraska, President, \$5-9 million/sales.

-Missouri Valley Steel Company, President.

-Owen Railway Supply Company, President.

-Owen Land & Cattle Company, President.

-Washington Natural Gas Co., Director.

-Southwest Bank of Omaha (former director,  
1961-1970) \$50.6 million, Rank: 1907.

Part of SouthWest Bancorp.

-North Side Bank, Omaha, (former director,  
Jan.20-1972  
to Dec. 31, 1972) \$36 mill., (owned by  
Preferred Mgt. Corp.)

DURWARD B. VARNER  
Chairman

University of Nebraska, Lincoln,  
Nebraska, President.

-Beatrice Foods Company, Director

-Lincoln Telephone and Telegraph  
Company, Director.

District ElevenFEDERAL RESERVE BANK OF DALLASEl Paso BranchDirectors Appointed by Federal Reserve Bank

C. J. KELLY

WAYNE STEWART

REED H. CHITTIM

ARNOLD B. PEINADO, JR.

The First Nat'l Bk. of  
Midland, Texas, Ch.,  
\$139 million. Rank: 273.

-First Nat'l Bk. of  
Brownwood, Director.  
\$43.8 million, Rank:  
2246. Part of u.s.  
Bancshares, Inc., \$74  
million/assets.

-First S&L Assoc.  
Midland, Director.

-First Nat'l Globe Data,  
Director.

--Was Assistant State  
Bank Examiner until  
accepting first position  
Tifitch FNB of Midland.

1st Nat'l Bk in  
Alamogordo, N.  
Mex., President,  
\$27.6 million,  
Rank: 3687.

-Alamogordo  
Industrial  
Development  
Corporation,  
President.

-New Mexico  
Bankers Assn,  
Member, and has  
served on various  
committees.

Ist Nat'l Bk. of Lea  
County, Hobbs, New  
Mexico, Pres. & Dir,  
\$76,6 mill, Rank:  
1183.

-Seminole State Bank,  
Chairman, \$29  
mill. Rank: 3472.

-Industrial  
Development  
Corporation of Lea  
Co., Director.

-Permian Basin Capital  
Corporation. Director.

-New Mexico Bankers  
Assn:

Investment Comm.  
Member. 1972-73;  
Taxation Comm.  
Member. 1970;  
Resolutions Comm  
Member. 1971;  
Chairman. Group 3,  
1968-69.

New Mexico  
Bankers  
Association,  
(Continued)

Credit Union  
Committee  
Member, 1964-65.

-Comptroller of  
the Currency  
Regional  
Advisory  
Committee 12th  
Nat'l Bank  
Region, 1968-  
1970.

Peinado, Peinado &  
Navarro,  
Consulting  
Structural  
Engineers,  
El Paso, Texas,  
Pres.  
\$20 million of  
structures a year.

-A.V.C.  
Development,  
Partner.

District ElevenFEDERAL RESERVE BANK OF DALLASEl Paso BranchDirectors Appointed by Board of Governors**HERBERT M. SCHWARTZ****GAGE HOLLAND****J. LUTHER DAVIS**  
Chairman

-Popular Dry Goods Co., Inc. El Paso, Texas, President, (department store) \$12 million/assets.

-Albert Mathias and Company, Director.

-Gage Holland Ranch, Alpine, Texas, Owner. 50,000 acres.

-First National Bank in Alpine, Texas, (minor stockholder)

Tucson Gas & Electric Co., Tucson, Arizona, Chairman and President, \$150 million/revenue.

-Western Coal Company, Director.

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District Eleven  
FEDERAL RESERVE BANK OF DALLAS  
Houston Branch  
Directors Appointed by Federal Reserve Bank

PAGE K. STUBBLEFIELD

SETH. W.  
DORBANDT

BOOKMAN PETERS

NAT S. ROGERS.

Victoria Bankshares, Inc., Pres. & Dir., \$192 million/assets. :-

-Victoria Bk & Trust Co., Victoria, President, \$175.9 million, Rank: 507. (Pt. of holding company).

-Central Power & Light Company, Director.

-Texas Bankers Assoc., various committee assignments.

-1st Nat'l Bk. in Conroe, Texaa. Ch. aand Pres., \$55 million, Rank: 1724.

-Dorbandt & Company (Insurance). Partner.

-Conroe Federal, S&L Assn., Chairman.

-Guaranty Bond State Bank Director, \$31.9 million, Rank: 3148.

-Gulf States Utilities Company, Director,

-Texas Bankers Association:  
 Region VI  
 Education Coun. Member;  
 Administrative Coun., 1968-70.  
 lot District Ch. 1962-3;  
 Legislative Comm. Member, 1967-69.

-American Bankers Association:  
 Executive Council, 1969-70;  
 Marketing-Savings Division Executive Comm. Mem. 1968-70.  
-Member, Independent Bankers Association.

The City Nat'l Bk. of Bryan, Texas. President, \$54 mllllon. Rank: 2108.

-Texss Bankers Assn:  
 Education Comm. Chairman, 1972-73; Nat'l Bk. Dlv. Chairman, 1971; Conf. Planning Co-Ch. 1971.

-American Bankers Assn:  
 Member, Banking Policies & Prac. Cmm.; Faculty, ABA Nat'l. Commercial Lending School, of Okla.

First City Bancorp of Texas, Pres. & Dir., \$4.57 billion /assets, Holding Company Rank: 15.

-First City National Bank of Houston, Texas, President. \$2.7 billion, Rank: 31. Part of holding company.

-American General Bond Fund, Inc., Director.

-American General Convertible Securities, Inc., Director.

-Great Southern Life Insurance Company, Director.

-Great Southern Corporation, Director.

-W. E. Walker Stores, Inc., Director.

-Cal-Maine Foods, Inc., Director.

-Standard Life Insurance Company, Director.

-First National Bank, New Albany, Miss., (former dir) \$34 mlllion, Rank: 2936.

-Merchants & Planters Bank, tchula, Mias. (former dir) \$6.9 milllon.

-Deposit Guaranty Bank & Trust Company Jackson, Miss. (fomer dlrector,) \$726 million, Rank: 133.

-Texas Bankers Association, Member Legislative Committee.

-American Bankers Association:  
 President, 1969-1970;  
 Board of Directors;  
 Chairman, Bankers Blanket Bond Task Force.

District ElevenFEDERAL RESERVE BANK OF DALLASHouston BranchDirectors Appointed by Board of Governors

THOMAS J. BARLOW  
Chairman

GENE M. WOODFIN

ALVIN I. THOMAS

Anderson Clayton & Co., Houston, Texas, Pres. & C.E.O., \$ 800 million/ Bales.

-Ranger Insurance Companies, Director. (Subs. of Anderson.)

-Central & South West Corporation, Director.

-Pan American Insurance Companies, Director, (Subs. of Anderson).

-First National Bank of Abilene, Texas (former Director, Mar. 18,1969 to December 18, 1973) \$135.4 million, Rank: 648. This is part of First Abilene Bancshares, Inc.

Marathon Manufacturing Company, Houston, Texas, Pres., Ch., & C.E.O., \$273 million/sales.

-Apco Oil Corporation, Director.

-Susquehanna Corporation, Dir.

-Jim Walters Corporation, Director.

-Jim Walters Investors, Trustee, (REIT) \$59 million/assets.

-Loeb, Rhoades & Co., General Partner, April, 1959 to Aug. 1973; Limited Partner, September, 1973 to present.

-Studebaker-Worthington, Inc., Director.

Prairie View A & M University, Prairie View, Texas, President

District ElevenFEDERAL RESERVE BANK OF DALLASSan Antonio BranchDirectors Appointed by Federal Reserve Bank

BEN R. LOW

First National Bank of  
Kerrville, Texas,  
President, \$45.4 million,  
Rank: 2159.

-Giffen Industries, Inc.,  
Director.

-Texas Bankers  
Association, legislative  
Committee, 1971.

LEON STONE

Austin Bancshares Corp.,  
Austin, President & Dir.,  
\$474 million/assets.

-The Austin National Bank,  
President, \$403.7 million,  
Rank: 229.

-First State Bank of  
Burnet, Chairman, \$13.5  
million.

-Lockhart State  
Bank, Director, \$8.8  
million.

-Rondo National Bank, Dir.,  
\$17 million.

-Texas Bankers Association,  
Vice-President.

-American Bankers  
Association, Administrative  
Comm, Government Relations  
Council, Member.

RICHARD W. CALVERT

National Bancshares  
Corp. of Texas,  
President, \$516  
million/assets.

-National Bank of  
Commerce of San  
Antonio, President,  
\$402 million, Rank:  
231.

(part of Nat'l  
Bancshares Corp.)

-Southwest Research  
Institute, Vice-  
Chairman.

JOHN HOLCOMB.

Progreso Haciendas Co.,  
Holcomb Farms, Progreso,  
Texas, Owner-Manager . \$1  
million/assets.

-Progreso Co-op Gin,  
President.

-Rio Grande Valley Sugar  
Growers, Inc., Vice-Pres.

-Valco Agricultural  
Chemicals, Inc.,  
Chairman.

District ElevenFEDERAL RESERVE BANK OF DALLASSan Antonio BranchDirectors Appointed by Board of Governors

MARGARET SCARBROUGH WILSON  
Chairman

MARSHALL BOYKIN, III

PETE J. MORALES, JR

Scarbroughs Stores, Austin, Texas,  
Ch. and C.E.O., \$10 million/volume.

-Austin Nat'l Bk, (former director,  
January, 1971 to December, 1973)  
\$403.7 million, Rank: 229.

Wood, Boykin & Wolter, Corpus  
Christi, Senior Partner.  
(Attorneys).

—  
/\_ Some representative clients:

-Corpus Christi Bank & Trust  
Co., \$178 million/Rank: 501.

-Corpus Christi Savings &  
Loan.\_/

Morales Feed Lots, Inc., Devine,  
Texas, Pres. & G.M., \$2.5  
million/assets.

-Apache Distributing Co., Vice-  
President.

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District TwelveFEDERAL RESERVE BANK OF SAN FRANCISCOLos Angeles BranchDirectors Appointed by Federal Reserve BankLINUS E. SOUTHWICK

Valley National Bank, Glendale, California, President, \$63.6 million, Rank: 1435.

-1st Nat'l Bk. of Friend, Nebraska, Vice-President, \$9.7 million.

-Calif. Bankers Assn:

Pres., Group VII, 1952;  
Dir.Group V, 1961-63; Comm. on Legis. & Taxation, Mem, 1964-1972;  
Directpr, 1964-67.

-Western Independent

Bankers:  
Exec. Council Mem., 1964-69;  
Vice-Pres., 1968.

-Independent Bankers Assn. of Southern California:  
Director, 1959-1965 ; Pres. - 1964.

-American Bankers Assn. Member, Exec. Council, 1970-1972.

-Comptroller of the Currency, Regional Advisory Committee, 14th Nat'l Bank Region, Member, 1967-1969.

ROBERT A. BARLEY

United California Bank, Los Angeles, Calif., Pres. \$7.3 billion, Rank: 14. (Subs. of Western Bancorporation) \$18 billion/assets. Holding Company Rank: 18.

-United Calif. Bk. Int'l, Director. (Subsidiary)

-Sixth & Spring Corp. Dir. (Subsidiary)

-United Calif. Bk. Realty Corp. Dir. , (Subsidiary)

-United Calif. Overseas Investment Corp.Dir. (Subs)

-Western Bancorp Data Processing Co., Dir. (Subs)

-American Bankers Association, Executive Committee Member, 1974-75.

RAYBURN S. DEZEMBER

American National Bank Bakersfield. California. Ch. and Pres. \$156 million. Rank: 565.

-Bakersfield Ready Mix, Inc., Chairman & Sec.

-Service Transport, Inc. President.

-Comptroller of the Curr Regional Advisory Council, 14th Nat'l Bank Region, member, 1970-1972 and Chairman, 1971.

V. GORDON FERGUSON

National Bank of Whittier, Calif., President, \$37.4 mill., Rank: 2656.

-California Bankers Assn., Director.

-Independent Bankers of Southern California, Director, 1970-1973.

-Comptroller of the Currency, National Advisory Council, Member.



District TwelveFEDERAL RESERVE BANK OF SAN FRANCISCOLos Angeles BranchDirectors Appointed by Board of Governors

ARMANDO M. RODRIGUES

JOSEPH R. VAUGHAN  
Chairman

HARVEY A. PROCTOR

East Los Angeles College, Los Angeles, Calif., Pres.

Knudsen Corporation, Los Angeles, California, Pres., \$165 million/sales.

Southern California Gas Company, Los Angeles, California, Chairman, \$789 million/sales.

Pacific Lighting Service Co., Ch. and Director.

-Pacific Lighting Exploration Company, Director.

-Pacific Lighting Gas Development Co., Director.

-Pacific Lighting Alaska LNG Co., Pres. and Director.

-Pacific Lighting Corporation (parent group) Group vice-president, oil and Ras.

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District TwelveFEDERAL RESERVE BANK OF SAN FRANCISCOPortland BranchDirectors Appointed by Federal Reserve Bank

FRANK L. SERVOSS

Crater National Bank, Medford, Oregon, Pres., \$31.7 million, Rank: 3168.

-Belt Valley Bk., Montana, (former director, January, 1949 to June, 1952.)

-Deer Lodge Bank And Trust Co, (former dir. June. 1952-June. 1961)

-Blaine Bank of Montana, (former director, July, 1961-November, 1965.)

JAMES H. STANARD

1st Nat'l Bk. of McMinnville, Oregon, Exec. Vice-Pres., \$22.5 million.

-Oregon Bankers Association: Exec. Council Member and Treas., 1957; continuous and numerous committee assignments since.

-Oregon Independent Bankers Association, One of organizers and original members of board, serving 1956 thru 1961, President, 1960.

-Western Independent Bankers: Exec. Council, 1955-1962; Sec-Treas. 1958-61.

-Comptroller of the Currency, Regional Advisory Committee, 13th National Bank Region, 1973-1974.

--Legislative Advisory Committee on Oregon Banking Law Revision. 1971-1972.

KEN SMITH

Confederated Tribes of the Warm Springs Reservation, Warm Springs, Oregon, General Manager.

District TwelveFEDERAL RESERVE BANK OF SAN FRANCISCOPortland BranchDirectors Appointed by Board of Governors

JOHN R. HOWARD

Lewis & Clark College, Portland,  
Oregon, President

LORAN L. STEWART  
Chairman

Bohemia Inc., Eugene, Oregon,  
President \$103 million/sales.

-Eugene Federal Savings & Loan,  
(former director, 1967-1968).

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District TwelveFEDERAL RESERVE BANK OF SAN FRANCISCOSalt Lake City BranchDirectors Appointed by Federal Reserve Bank

ROY W. SIMMONS

DAVID P. GARDNER

MARY S. JENSEN

Zions Utah Bancorporation.  
President and Director,  
Salt Lake City. \$770.5  
mill/assets. Holding  
Company assets. Holding  
Company  
Rank: 100.

-Zions First National  
Bank. President. \$621.9  
million.  
Rank: 157.

-Kennecott Copper  
Corporation, Director.

-Rio Grande Industries,  
Dir.

-Denver and Rio Grande and  
Western Railraod,  
Director.

-Braden Copper Company,  
Dir.

-Mountain Fuel Supply  
Co.,Dir.

-Beneficial Life Insurance  
Company, Director.

-Heber J. Grant Company,  
Director.

-Utah Portland Cement  
Company, Director.

-Ellison Ranching Company.  
Director.

-Utah Bankers Association,  
President,1967.

-Regional Advisory  
Committee, Comptroller of  
the Currency, 1966-1968.

--Utah State Bank  
Commissioner,1949-52.

University of Utah,  
Salt Lake City, Utah,  
President.

-Utah Power & Light,  
Director.

Idaho State Bank, Glenns  
Ferry, Idaho, Chairman of  
the Board, \$27.9 million,  
Rank: 3636.

-Idaho Bankers  
Association, Legislative  
Committee member, 1968.

-Member, Western  
Independent Bankers;  
Independent Bank~rs  
Association; and the  
American Bankers  
Association.

District TwelveFEDERAL RESERVE BANK OF SAN FRANCISCOSalt Lake City BranchDirectors Appointed by Board of Governors

SAM BENNION  
Chairman

V-1 Oil Company, Idaho Falls,  
Idaho, Pres., \$10 mill/sales.

-Weathertite Block Company of Idaho  
Falls, Owner.

THEODORE C. JACOBSEN

Jacobsen Construction Company, Inc.  
Salt Lake City, Utah, Partner, \$5 - 20  
million/sales range.

-Jacobsen Investment Company,  
President.

-Utah Power & Light Company,  
Director.

-Utah Home Fire Insurance Company,  
Director.

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District TwelveFEDERAL RESERVE BANK OF SAN FRANCISCOSeattle City BranchDirectors Appointed by Federal Reserve Bank

HARRY S. GOODFELLOW

RUFUS C. SMITH

VACANCY

Old National Bank of  
Washington, Spokane, Wash.,  
Ch. and C.E.O., \$555 million,  
Rank: 176. Part of holding  
co.

-Washington Bancshares, Inc.,  
Vice-Pres. & Dir. \$631  
million/assets.

-Bancshares Mortgage Co.,  
Director.

-Washington Securities, Inc.,  
Director.

-Washington Bankers Association:  
Chairman, Lending Practices  
Committee, 1962-63; Treasurer, Group  
3, 1970-71;  
First Vice-Pres., 1972; President,  
June 1973-74.

-American Bankers Association, Vice-  
President for St. of Washington, 1970-  
72.

The First National  
Bank of Enumclaw,  
Washington, Ch. \$ 30  
million, Rank: 3345.

-Community Banks of  
Washington, Trustee.,  
1970 thru 1975.

District TwelveFEDERAL RESERVE BANK OF SAN FRANCISCOSeattle BranchDirectors Appointed by Board of Governors

LLOYD E. COONEY  
Chairman

KIRO-Radio & Television, Seattle,  
Washington, Pres and General  
Manager.

-Bonneville International  
Corporation, Director (KIRO is a  
division)

THOMAS T. HIRAI

Quality Growers Company,  
Woodinville, Washington, Pres. &  
Director,

-Seattle Investment Company,  
Director,

Panorama Seed Farms, Director and  
Executive Officer.

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*Intra-Mural Selection* The intramural nature of these branch appointments, for example, has given one company—the Rochester Gas and Electric Corporation—two of the seven positions on the Buffalo Branch of the New York Federal Reserve Bank. This is the way it happened:

— In January, 1974, the Federal Reserve Bank of New York appointed the chairman of the Security New York State Corporation to its Buffalo Branch board. He is also a director of the Rochester Gas & Electric Corporation. In January, 1975, the Board of Governors had an opening on the same Buffalo board and filled it with the president of the Rochester Institute of Technology. He also serves on the board of the Rochester Gas & Electric Corporation.

The club ties were also tightened at Cleveland, with both the district bank and the Board of Governors getting in on the act.

— In 1974, the Board of Governors appointed the chairman of the Westinghouse Electric Company to a Class O directorship at the Cleveland Federal Reserve Bank. In 1976, the Cleveland bank appointed the chief executive officer of the H. J. Heinz Company to its Pittsburgh branch. The chief executive officer of H. J. Heinz is a director of Westinghouse Electric;

— At the same branch of the Cleveland bank, the Board of Governors appointed, in January, 1975, the provost of the Carnegie Mellon University in Pittsburgh. When a vacancy on the same board occurred later that year, the Board of Governors, in August, appointed the president of the Cyclops Corporation—who also serves as a trustee at Carnegie Mellon University.

One of the clearest examples of the intramural nature of the boards of the district banks and branches occurs at the Federal Reserve Bank of Atlanta:

— In addition to the nine directors who serve on the Atlanta Reserve Bank board, there are five branches of the Atlanta bank with 35 directors—20 appointed by the Atlanta Bank and 15 appointed by the Board of Governors. Here, the combined process of election by the member banks, the appointments by the district banks, and the appointments by the Board of Governors produced five positions for emissaries from one holding company—the Southeast Banking Corporation of Florida, ranked 21st in the top 100 multi-bank holding companies in the United States.

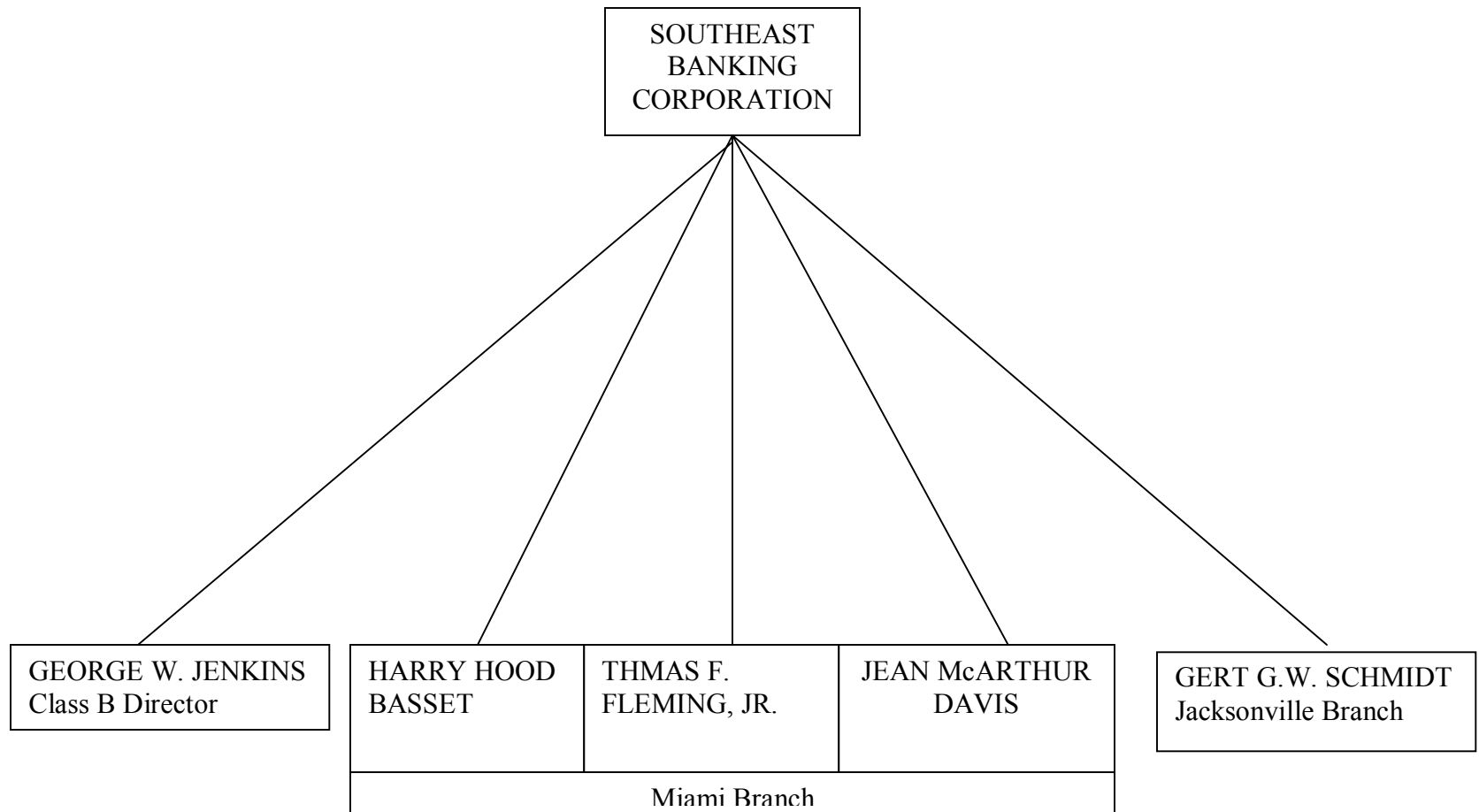
- At the Jacksonville branch of the Atlanta Bank, the Board of Governors appointed a director in 1972 who then had to resign from the board of the Bank of Orange Park—a subsidiary of Southeast;

- One of the Class B directors at the Atlanta Bank—elected by the member banks—resigned his directorship on the board of the Pinellas Central Bank and Trust Company—a subsidiary of Southeast—upon his election to the board in 1973;

- And when the Federal Reserve System decided to establish a new branch of the Atlanta Bank at Miami, Florida, the Atlanta Bank decided to name to three of its four positions—the founder of Southeast, the chairman of Southeast, and a director of a bank subsidiary of Southeast.

Illustration 1 shows the ties of this bank holding company to the Atlanta Bank and its branches:





**Illustration 1. Interlocks of Southeast Banking Corporation of Florida at Atlanta Bank.**

The Minneapolis Federal Reserve Bank rivals the Atlanta Bank for domination by a multi-bank holding company—the First Bank Systems, Inc.—the 12th largest multi-bank holding company in the United States.

In addition to the nine directors on the Minneapolis board, there is a five member board at the Helena (Montana) branch. *All* of the Board of Governors' appointments to Class C positions at the Minneapolis bank come from First Bank Systems:

- The chairman of the Federal Reserve Bank of Minneapolis—who is also chairman of Honeywell, Inc.—had to resign from the holding company board when he was appointed in 1976 ;
- The deputy chairman of the Minneapolis Federal Reserve Bank—who is the chairman of General Mills—had to resign from the board of not only the holding company but from the board of one of its subsidiary banks when he was appointed in 1974; and
- The third Class C director at the Minneapolis bank—who is also the president of Carleton College in Northfield, Minnesota—had to resign from the board of a subsidiary bank of FirstBank Systems when he was chosen by the Board of Governors in 1974.

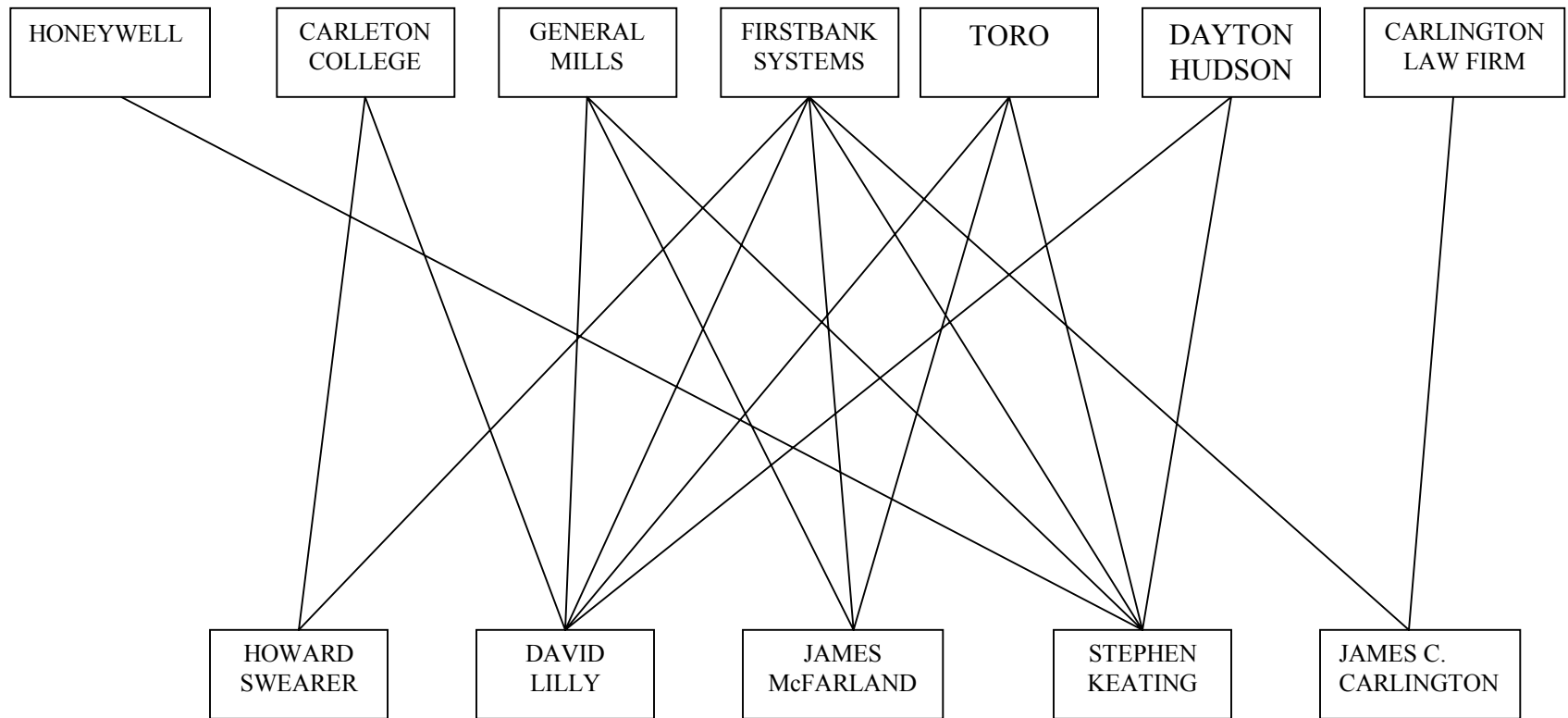
At the Helena branch, the Minneapolis Bank chose the president of two banks affiliated with FirstBank Systems and the Board of Governors, in 1975, chose as its appointment a Montana lawyer who served on the board of directors of yet another affiliate of FirstBank Systems.

In addition to the FirstBank Systems ties of all three Class C directors, there are additional tangles at the Minneapolis bank. The chairman of Honeywell—a Class C director—sits on the board of General Mills. The chairman of General Mills—also a Class C director—sits with the chairman of Honeywell on the board of Toro, Inc.

The story of Toro, FirstBank Systems and the Minneapolis Federal Reserve Bank unfolds in other areas:

- The president of Toro- David Lilly—served on the board of directors of the lead bank for FirstBank Systems from 1957 to 1968. He resigned this position in 1969 to become a Class C director at the Minneapolis bank. He served in this "public" position until 1973, the last two years as chairman of the Minneapolis Fed.
- When he completed his service at the Federal Reserve district bank, he rejoined the FirstBank Systems and the bank as a director.
- Three years later, the Federal Reserve called again, this time with a position in Washington as a member of the Board of Governors. To qualify for this position, Mr. Lilly had to once again resubmit his resignation from the now familiar FirstBank Systems.

Illustration 2 shows the interlocks of five of the "public" representatives at the Minneapolis bank:



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**Illustration 2. Interlocks of Five of the “Public” Representatives at the Minneapolis Bank.**

Some of these same closely knit ties are evident at other banks and branches:

— At the Detroit Branch of the Chicago Federal Reserve Bank, the Board of Governors in 1973 appointed the executive vice-president of the Chrysler Corporation. He is also a director of the American Natural Gas Company and its subsidiary—the Michigan Consolidated Gas Company. In 1976, the Chicago bank appointed the president of the Michigan Consolidated Gas Company to the Detroit board. He is also a director of the American Natural Gas Company.

— At the Louisville branch of the St. Louis Federal Reserve Bank, the Board of Governors had two openings to fill in 1972. They appointed the president of Reliance Universal of Louisville to begin service in April, 1972, and then, later that year—in October—appointed the chairman of the Porter Paint Company to fill another seat on the board. Both men are directors of the same trade association—the National Paint and Coatings Association.

— The double dip approach was also at work at the Kansas City Federal Reserve Bank. Here the member banks elected the president of Hallmark Cards to be a Class B director. He then resigned his position as a director of the Commerce Bank and Trust Company, a subsidiary of Commerce Bancshares, Inc., the 51st largest multi-bank holding company in the United States. This year—1976—the member banks elected the chairman of the holding company to a Class A directorship.

The same "club" process was apparent in other places in the Kansas City bank. In 1972, the member banks elected the president of the Kerr McGee Corporation to a Class B directorship. He then resigned his directorship on the board of the Fidelity National Bank of Oklahoma City, a subsidiary of the Fidelity Corporation of Oklahoma. In 1975, the Board of Governors appointed to the Oklahoma City branch of the Kansas City bank, the president of the Oklahoma Gas and Electric Company. This director then resigned from the boards of Fidelity Bank and its holding company, the Fidelity Corporation, to qualify.

—At the El Paso branch of the Dallas Federal Reserve Bank, the bank appointed the director of the First National Bank in Brownwood in Texas—a subsidiary of U.S. Bancshares—to its board in 1969. In 1975, the member banks elected—as a Class A director at the Dallas bank—another director of the First National Bank at Brownwood—also serving as a director of the Coleman Bank—both subsidiaries of U.S. Bancshares.

*Inter-Mural There are a number of common ties between the directors of the different Federal Reserve banks:*

The common ties between the directors of the Boston and the New York Federal Reserve Banks are good examples of the intermural nature of Federal Reserve System selections.

- One Class B Director of the Boston Bank—Alfred W. Van Sinderen—sits on the board of the United Aircraft Corporation, a subsidiary of United Technologies Corporation. The counsel to the board of directors of United Technologies Corporation—Robert H. Knight—is a Class C Director on the New York Federal Reserve Bank.
- One Class C Director on the Boston Bank—Louis W. Cabot—sits on the board of Owens Corning Fiberglas Corporation. Serving on that board is the same Robert H. Knight.

- Boston's Mr. Cabot also serves as a trustee of the Carnegie Corporation of New York. The president of the Carnegie Corporation of New York is a Class a director at the New York Federal Reserve Bank.
- The Federal Reserve Bank of Cleveland this year appointed to its Pittsburgh branch a director of a New York subsidiary of Bank of America. The chairman of the Bank of America is a Class A director of the San Francisco Federal Reserve Bank.
- In April of 1970, the Federal Reserve Bank of San Francisco appointed to its Salt Lake City branch the president of Zions Utah Bancorporation. He also sits on the board of directors of Kennecott Copper. In 1973, the Board of Governors appointed to a Class a directorship at the New York Federal Reserve Bank, the president of Kennecott Copper.

*The In-Bred Links*

The Dana Tie: In 1972, the Board of Governors appointed the president of the University of Kentucky—Otis Singletary—to a Class a directorship on the Federal Reserve Bank of Cleveland. A year later, the member banks elected the chairman of the Dana Corporation to a Class B directorship on the Cleveland bank. While Dr. Singletary's 1972 biography reflects no corporate directorships, a check of the 1976 Standard & Poor's Directory of Corporations shows he has now joined his Federal Reserve colleague as a director of the Dana Corporation.

Father-Son: In 1972, the Board of Governors appointed the president of West Virginia University to serve on the board of the Baltimore branch of the Federal Reserve Bank of Richmond. In 1975, they named his son to the board of the Oklahoma City branch of the Federal Reserve Bank of Kansas City.

The Whit taker Corporation Link: In 1973, the Board of Governors named the president of the Whit taker Corporation in Los Angeles to a Class a director- ship at the Federal Reserve Bank of San Francisco. In 1974, J. Dewey Daane left the Board of Governors in Washington after ten years of service. The 1976 *Standard & Poor's Directory* shows that J. Dewey Daane now serves on the board of the Whit taker Corporation.

The Union Carbide Addition: On January 1, 1973, the member banks elected Jack B. Jackson, the president of the J. a. Penney Company, to serve as a Class B director of the New York Federal Reserve Bank.

- In the biography Mr. Jackson submitted to the Board of Governors at that time, he lists only one additional corporate directorship-on the board of an insurance company in Dallas.
- In August, 1973, the member banks had to fill a vacancy on the New York bank and elected the president of the Union Carbide Corporation to sit as another Class B director on the board.
- On January 28, 1976, the New York bank submitted a list of revisions to the biographical sketches for their directors. Included under Mr. Jackson's name was the note, "Add: Director, Union Carbide Corporation".

## CORPORATE INTERLOCKS WITH RESERVE BANKS

The Tables which follow illustrate the ties between giant corporations and the Federal Reserve banks and their branches.<sup>13</sup> It is clearly evident, again, that the Federal Reserve System is dominated by a very small universe of private institutions.

Though Table 1 includes both the first and second 500 largest industrial corporations from the *Fortune Magazine* rankings, the first 500 predominate.

Tables 2 through 5 indicate that life insurance companies are very evident in Boston; utilities in the South, Midwest and the West Coast; retailing firms in the Boston-New York-Cleveland corridor; and transportation, especially railroads, is heavy in the West.

Table 6 suggests that multibank holding companies are especially prevalent in the South and the Minneapolis bank-areas of the country where holding company operations have developed rapidly. Twelve of the 35 problem banks on the list published in January of this year were in the South.

Many of the companies on these tables, as mentioned earlier, have multiple interlocks to the Federal Reserve System. FirstBank Systems; Southeast Banking Corporation; Federated Department Stores; Westinghouse Electric Corporation; Proctor & Gamble Company; Beatrice Foods Company; United Aircraft Corporation; Alcoa; Honeywell, Inc.; Kennecott-Copper; Owens-Corning Fiberglas Corporation; all have two or more director ties to district or branch banks.

In summary, the Federal Reserve directors are apparently representatives of a small elite group which dominates much of the economic life of this nation.

13 Six tables were developed using rankings from recognized sources:

- a. *Fortune Magazine's* rankings of the first and second 500 largest industrial corporations;
- b. *Fortune Magazine's* rankings of the 50 largest utilities; retailing firms; life insurance companies; and transportation companies;
- c. The *American Banker* rankings for the 100 largest multi-bank companies.

For these tables, a darkened square indicates that a director for the Bank or Branch also serves or served as an officer, director or employee of the firm listed in the left-hand column. In the case of multi-interlocks with the same firm, the number of such interlocks appears in the center of the squares.

## HOW THE DATA WAS ASSEMBLED

The primary source for the information on the backgrounds of the directors of the Federal Reserve Banks and their branches was biographies obtained from the Federal Reserve Board and various district banks. The biographies were supplemented with material from a number of corporate/banking directories.

To provide a single base period, the data collected is for the 267 directors on the boards as of January 1, 1976.

In addition to the 1976 file of biographies obtained from the Federal Reserve, the following sources were utilized:

*Standard & Poor's Register/1976:*

*Volume One: Corporations*

*Volume Two: Directors and Executives*

*Martindale & Hubbell Law Directory, 1976*

"Outside Director; Inside Counsel", 1974 Expanded Edition, *Law Journal Press*

*Who's Who in America, 1974-75*

*Moody's Bank and Finance Manual, 1975*

*Polk's World Bank Directory, 1.975*

*Directory of Corporate Affiliations*, published by the National Register Publishing Company

The bank deposit figures and rankings were obtained from the *American Banker* Directory of all U.S. Banks With Deposits of \$25,000,000 or more. When a bank had deposits of less than \$25 million, those figures came from *Moody's Bank and Finance Manual* and *Polk's Directory*.

The multi-bank holding company asset figures and holding company rankings were obtained from the *American Banker* list of the 100 largest Multi-Bank Holding Companies in the United States. The assets of one-bank holding companies were obtained from *Moody's Bank and Finance Manual*. One-bank holding companies and multi-bank holding companies not in the top 100 are not ranked.

Sources on the duties and functions of the Federal Reserve Banks included: *Code of Federal Regulations*, Title 12, 1975.

*Federal Reserve System: Purpose and Functions*, 1974, published by the Federal Reserve System.

*Federal Reserve Act*, compiled by the Board of Governors in its legal division, updated to December, 1975.

The study was originated by the late Representative Wright Patman. It was continued and expanded under the direction of Chairman Henry S. Reuss. Research was conducted by Margaret Ray hawk, Jeff Booth, Ray Mollenhoff and J. C. (Jake) Lewis of the Committee staff.